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**RESULTS OF THE COMMONWEALTH'S
EMPLOYEE INCENTIVES SURVEY**

MAY 2001

**Task Force on Employee Incentives
Commonwealth of Massachusetts
Executive Office for Administration and Finance**

Acknowledgments

This report represents the result of efforts among numerous state agencies within all three branches of government. We thank all Human Resources Directors for distributing the survey information to employees and the thousands of state employees who completed the questionnaire. We also thank the members of the Commonwealth's Information Technology Division for their work in making the survey and its results accessible and understandable to a wide range of state employees.

Additional copies of this report can be downloaded from <http://www.state.ma.us/eoaf/>

THE COMMONWEALTH OF MASSACHUSETTS
EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE
STATE HOUSE, ROOM 373
BOSTON, MASSACHUSETTS

TABLE OF CONTENTS

INTRODUCTION	1
DEFINITIONS	1
DEMOGRAPHICS.....	1
SURVEY RESULTS.....	2
Employee Comments.....	3
How Relevant to State Employees' Jobs are Saving Money, Increasing Revenue, Increasing Efficiency, and Improving Quality of Services?.....	6
What Types of Incentives and Awards Motivate State Employees?.....	8
How much Money would Motivate State Employees?.....	9
What do State Employees Think of the Current Suggestion Awards Initiative?.....	11
What Resources do State Employees Need?.....	12
How Receptive to New Ideas are Managers, Supervisors, and State Agencies?.....	13
APPENDIX A: Task Force on Employee Incentives	
APPENDIX B: Employee Incentives Survey	
APPENDIX C: Figures C-1 through C-44	
APPENDIX D: Estimation Methodology for the Survey's Question #11	

INTRODUCTION

The Executive Office for Administration and Finance established a Task Force on Employee Incentives that includes representatives from state government, the private sector, and academia.¹ Our goal is to determine how to appropriately recognize and reward all state employees for developing and suggesting ideas that will help the Commonwealth reduce costs, increase revenue, and enhance government efficiency, while improving or sustaining the quality of vital services.

In order to design a program that best meets the needs of state government employees, we designed an Employee Incentives Survey and distributed it to state agencies throughout all three branches of state government.² This report summarizes the results of the survey, which will be used to help us design a suggestion and incentive program that is both motivating and meaningful to the employees of the Commonwealth of Massachusetts.

DEFINITIONS

For the purposes of this report, the following items have been defined as follows:

Executive branch employees - persons employed by state agencies within the six cabinet secretariats and the four Executive branch departments.

Supervisors - state employees that manage or supervise a staff.

Non-supervisors - state employees that do not manage or supervise a staff.

DEMOGRAPHICS

A total of 4,292 employees completed the survey and the vast majority (85%) of them are employed within the Executive branch of government. Non-supervisors represent 57% of the survey's respondents, while supervisors represent 43% of the respondents. Of the respondents that are supervisors, most (76%) of them manage or supervise a staff of less than 11 people and over half (56%) manage a staff of between 1 and 5 people. Slightly more than one-third of the survey's respondents, and almost half of the supervisors, has worked in state government for over 15 years. (For more detailed demographic information, see Appendix C: Figures C-1 through C-4.)

¹ A list of Task Force members appears in Appendix A.

² A copy of the survey's questionnaire appears in Appendix B of this report.

SURVEY RESULTS

The following list is a brief summary of the survey's results.

- Most of the survey's respondents believe that increasing efficiency and improving the quality of services are relevant to their jobs. Fewer believe that saving money or increasing revenue is relevant.
- Most of the employees have thought of ways to save the state money, increase revenue, or be more efficient and about half of those employees said that they "occasionally" initiate or promote a change.
- Cash payment awards and the prospect of paid time off motivate most of the survey's respondents. Very few of the employees consider "widespread recognition" motivating.
- Almost two-thirds of the survey's respondents said that "encouragement or support from their manager or supervisor" is important.
- For a variety of reasons, one out of five of the survey's respondents were unable to recommend a fair or sufficient cash award payment in terms of a percentage of the savings or additional revenue generated from their idea.
- Of those that indicated an employee cash award percentage, more than one-half recommended that the award represent 5% or 10% of savings or additional revenue. About one-quarter said that a fair or sufficient cash award would fall between 15% and 25% of savings/revenue. Very few employees recommended awards of more than 25% of savings/revenue. The survey, however, did not indicate whether or not there would be a maximum allowable cash award.
- Of the survey's respondents that have never participated in the Commonwealth's current Suggestion Awards Initiative, almost one-third said that they did not participate because they didn't think that their ideas would be supported by their agency. One-fifth of the respondents indicated that they didn't have the time/opportunity to describe their ideas.
- Most of the survey's respondents believe that their managers or supervisors are either "receptive" or "somewhat receptive" to new ideas. Almost half of the respondents reported that their managers or supervisors are receptive to new ideas and about one-third said that they are somewhat receptive.
- Although almost half of the survey's respondents said that their managers or supervisors are receptive to new ideas, only about one-quarter of them said that their agencies are receptive to new ideas.
- Only about one-half of the employees that said their supervisors or managers are receptive to new ideas also said their agencies are receptive to such ideas. In contrast, the vast majority of those that said their agencies are receptive to new ideas also said their supervisors/managers are receptive.

Employee Comments

The survey's questionnaire concluded with the statement: "Please include any additional comments you think may be useful in designing an employee incentives program." In response, about 1,000 employees provided both brief and lengthy comments. Appearing below is a summary of the comments that appeared with the greatest frequency.

Lack of Employee Involvement

By far, statements about employee involvement and resistance to new ideas were the most prevalent among the comments provided by the survey's respondents. Most of the employees that provided comments share a common feeling that they lack involvement in agency decisions. Their comments reflected a general belief that preserving the status quo is paramount, the mentality of "we've always done it this way" prevails, new ideas meet resistance, and input is not sought from front-line workers who know the systems best.

The following employee comments typify the vast majority of the comments provided:

- "I would be motivated to do extra if I thought the everyday work that I do was appreciated. I don't feel that way. My new ideas are met with resistance. I'm told the old way is "just the way it is" and is not going to change."
- "Often my ideas have to do with fiscal practices with which I am only vaguely familiar. Finding people in fiscal or budget to discuss these ideas with have proven difficult. All too often the response I get is "that's the way it is." That is not an appropriate answer."
- "Thank you for asking what we think. Usually it feels as if nobody really cares or is paying attention."

Quality Improvement and Efficiency Gains Versus "Bottom-Line" Savings

Another highly common theme arising from many of the employees' comments is a belief that the program may provide incentives for activities that may not be the most important to the Commonwealth.

If the program were to grant cash awards solely to employees with ideas that save money or increase revenue, many of the survey's respondents share a concern that the program would place too much importance on activities that result in cost savings or additional revenue. These employees believe that ideas that result in quality improvements and efficiency gains, but do not result in immediate or measurable cost savings, may be just as valuable, or even more important to the Commonwealth than activities that generate immediate "bottom-line" savings. There was a concern expressed in numerous employee comments that the program may not appropriately address this issue.

Issues Related to the Commonwealth's Current Program

Employees raised the following issues about the Commonwealth's current Suggestion Awards Initiative:

1. Although the current program does not require supervisor review or sign-off prior to the time an employee submits an idea to the Suggestion Awards Board, many employees reported that their suggestions were stopped from being forwarded to the Board by supervisors or other members of the agency's managerial staff.

2. Due, at least in part, to a lack of understanding among managers of the current program's eligibility standards, numerous employees have been told that they are not eligible to participate in the current program.
3. Employees that have received suggestion awards from the current program expressed dismay over the absence of communication from their agencies or the Board regarding the status of their ideas' implementation.
4. A number of employees said that they haven't participated in the current program because they didn't know how to estimate the expected cost savings that would be generated by their ideas. They recommended that the current Suggestion Awards Application be simplified to no longer ask the employee for such difficult-to-determine information.

Program Administration

As summarized below, a number of the survey's respondents offered suggestions related to program administration.

1. Many employees suggested that the program regularly circulate success stories about ideas that have been implemented: 1) to instill confidence that the agency really is serious about listening to their ideas; and 2) to gain a better understanding of the types of ideas that would be considered, accepted, and implemented.
2. A number of employees said that savings generated by the program should not revert to the General Fund and should instead be re-directed within the agency, or in the specific division where the savings were generated.
3. Many supervisors and non-supervisors expressed a desire for managers to be eligible to participate in such a program.
4. Numerous contract employees said that they should be eligible to participate in a new awards program.
5. Many employees requested that the awards application be simple. A substantial number of employees asked that the application be Web-based where one could respond to the application's questions while at a Web site.
6. Numerous employees questioned why they are unaware of the current program and expressed an interest in receiving more information.

Program Fairness and Equity

As described below, a number of employees were concerned about issues related to fairness and equity.

1. Employees want the ability to submit ideas directly to an unbiased Board outside of their agencies. They do not want a requirement that supervisors sign off on their ideas prior to an impartial review process.
2. Many employees worry about managers stealing their ideas.
3. Employees are concerned that their ideas would not actually be reviewed. They expressed a need to feel confident that a review would actually take place before they would commit time to developing a proposal or idea.

4. Numerous employees expressed a need for "whistle-blower" protection in cases where fraud or illegal activities are an issue.

Resource Issues

As summarized below, many employees expressed concerns related to time and resources.

1. Numerous employees wrote that they barely have enough time to do their jobs, and that time to "think outside-the-box" would be hard to find or non-existent.
2. A number of employees said that they have ideas, but don't know how to turn them into feasible proposals. Many expressed a lack of knowledge of how to quantify savings, or where to go to get help in determining an idea's potential benefits.

How Relevant to State Employees' Jobs are Saving Money, Increasing Revenue, Increasing Efficiency, and Improving Quality of Services?

Most of the survey's respondents believe that increasing efficiency and improving the quality of services are relevant to their jobs. Fewer believe that saving money or increasing revenue is relevant.

Specifically, about three-quarters (76%) of the employees believe that "increasing efficiency" is relevant to their job and a vast majority (84%) believes that "improving the quality of services" is relevant. In contrast, about half of the survey's respondents believe that "saving money" is relevant to their job and 36% said that saving money is a "somewhat relevant" goal. Only 29% said that increasing revenue is relevant.

Supervisors and non-supervisors had very similar responses regarding what goals are relevant to their jobs (see Appendix C: Figures C-5 through C-12).

Figure 1
All Respondents: How Relevant to your Job Is Increasing Efficiency?

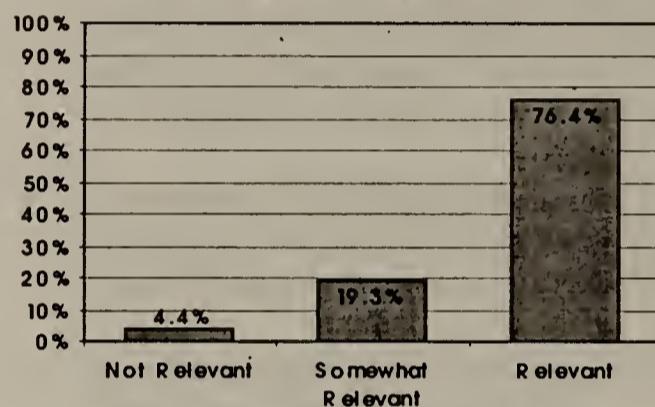


Figure 2
All Respondents: How Relevant to your Job Is Improving Quality of Services?

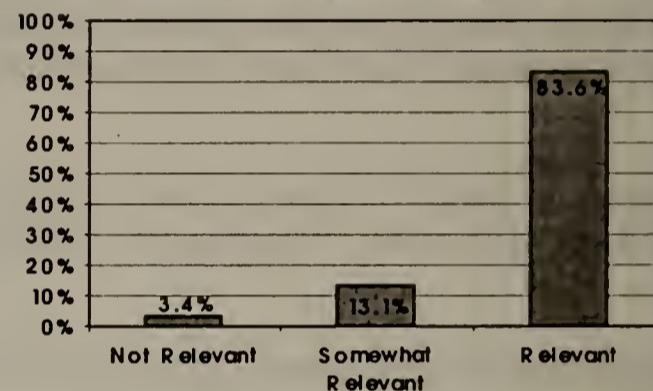


Figure 3
How Relevant to your Job is Saving Money?

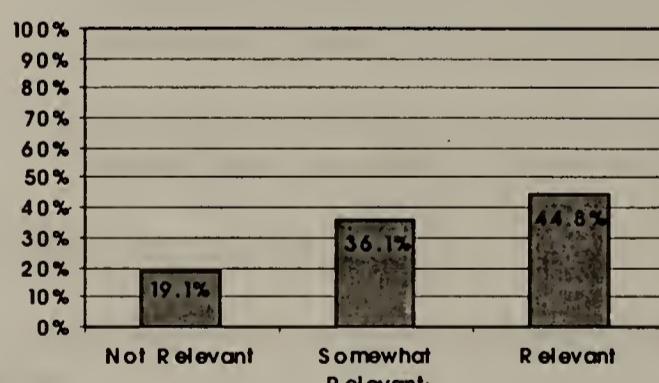
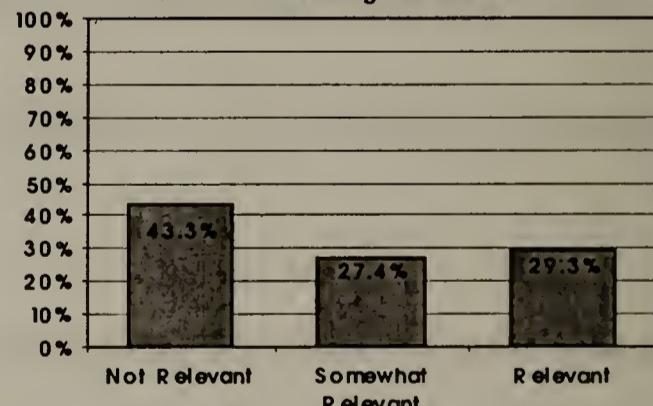


Figure 4
All Respondents: How Relevant to your Job is Increasing Revenue?



Most of the employees (89%) have thought of ways to save the state money, increase revenue, or be more efficient³ and about half of those employees said that they "occasionally" initiate or take an active part in promoting or making a change. About one-fifth of the non-supervisors and one-third of the supervisors said that they "often" initiate or promote change.

Figure 5

All Respondents: Have you Ever Looked Around and Thought of a Way to Save the State Money, Increase Revenue, or be More Efficient?

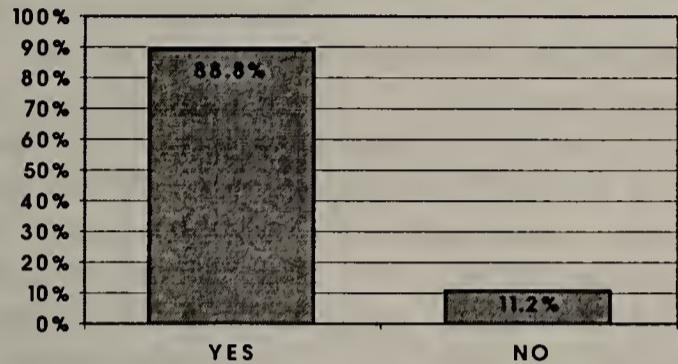


Figure 6

All Respondents: If "Yes," How Often have you Initiated and/or Taken an Active Part in Promoting or Making a Change?

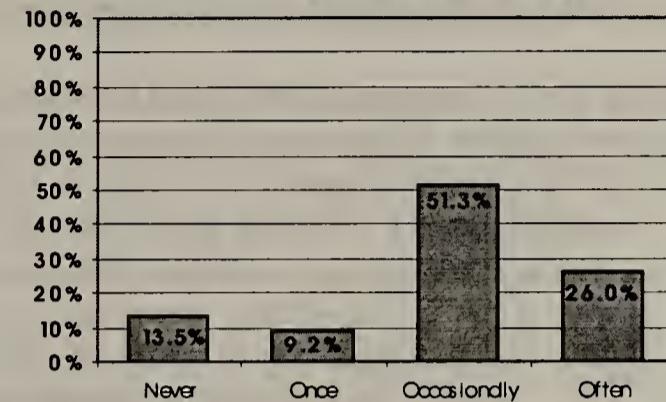


Figure 7

Non-Supervisors: If "Yes," How Often have you Initiated and/or Taken an Active Part in Promoting or Making a Change?

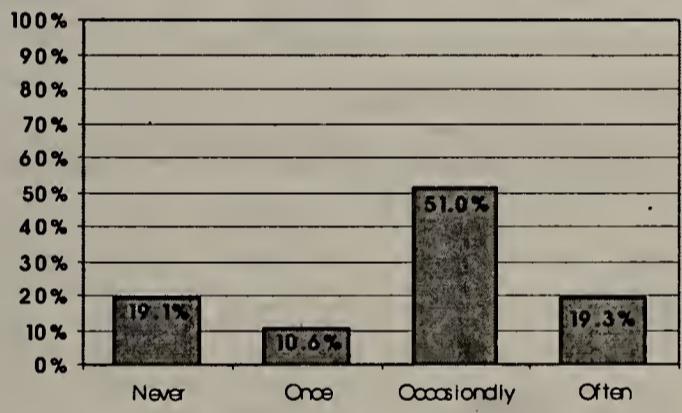
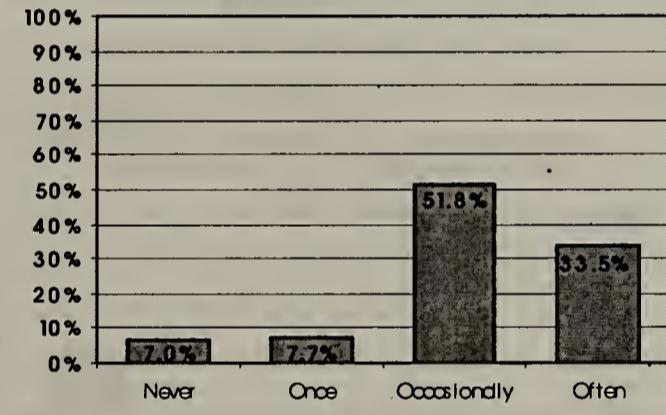


Figure 8

Supervisors: If "Yes," How Often have you Initiated and/or Taken an Active Part in Promoting or Making a Change?



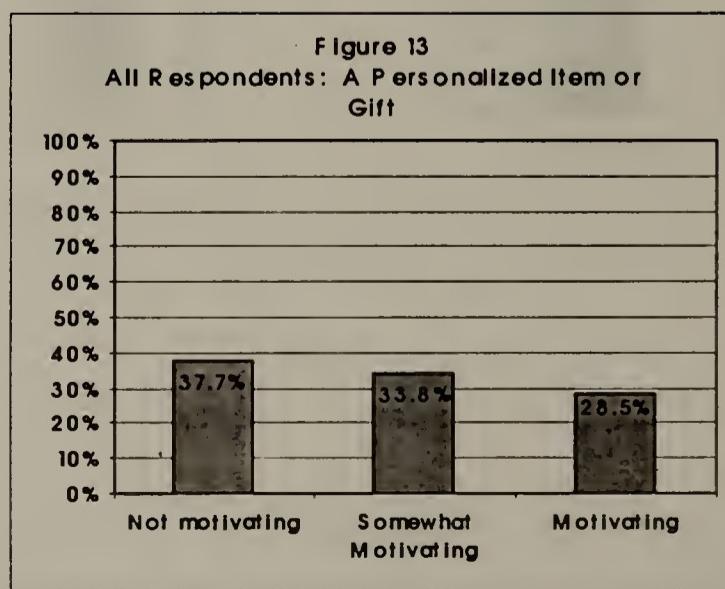
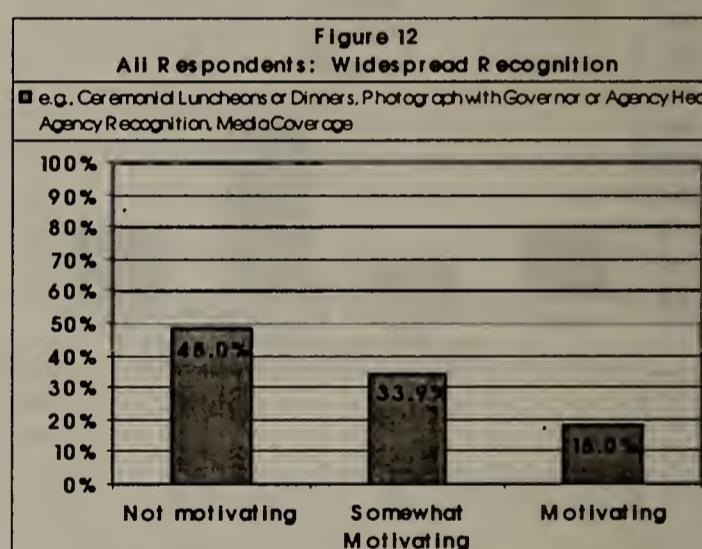
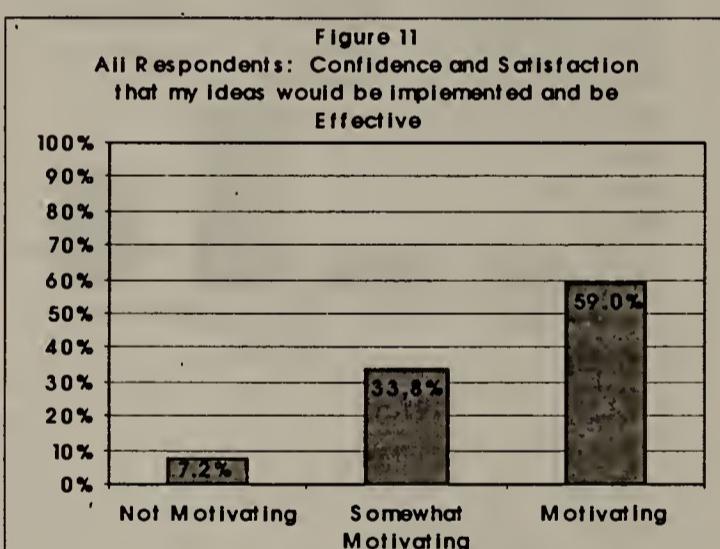
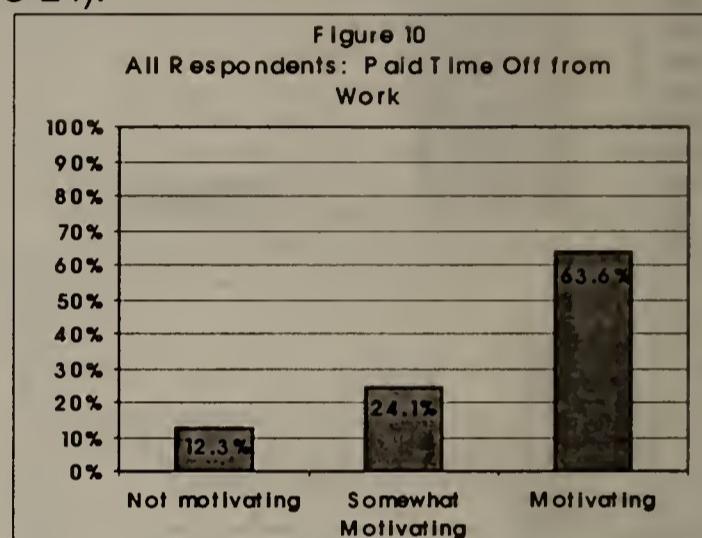
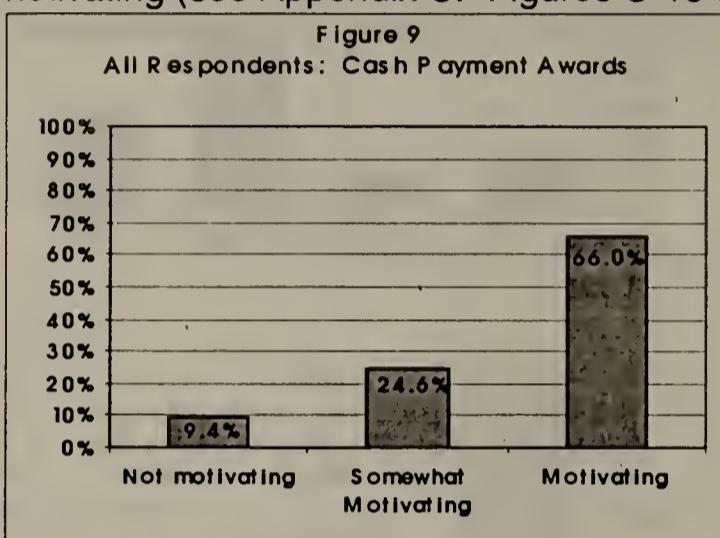
³ For a breakout of this response by non-supervisors and supervisors, see Appendix C: Figures C-13 and C-14.

What Types of Incentives and Awards Motivate State Employees?

Cash payment awards and the prospect of paid time off motivate most of the survey's respondents (66% and 64% respectively). Many (59%) would be motivated by the confidence and satisfaction that their ideas would be implemented and be effective. There were slightly more respondents (93%) that said they are "motivated" or "somewhat motivated" by such confidence and satisfaction than those (91%) that said they are "motivated" or "somewhat motivated" by cash payment awards.

Very few (18%) of the survey's respondents see "widespread recognition" as a motivating factor.

There is no substantial difference between what supervisors and non-supervisors reported as motivating (see Appendix C: Figures C-15 through C-24).



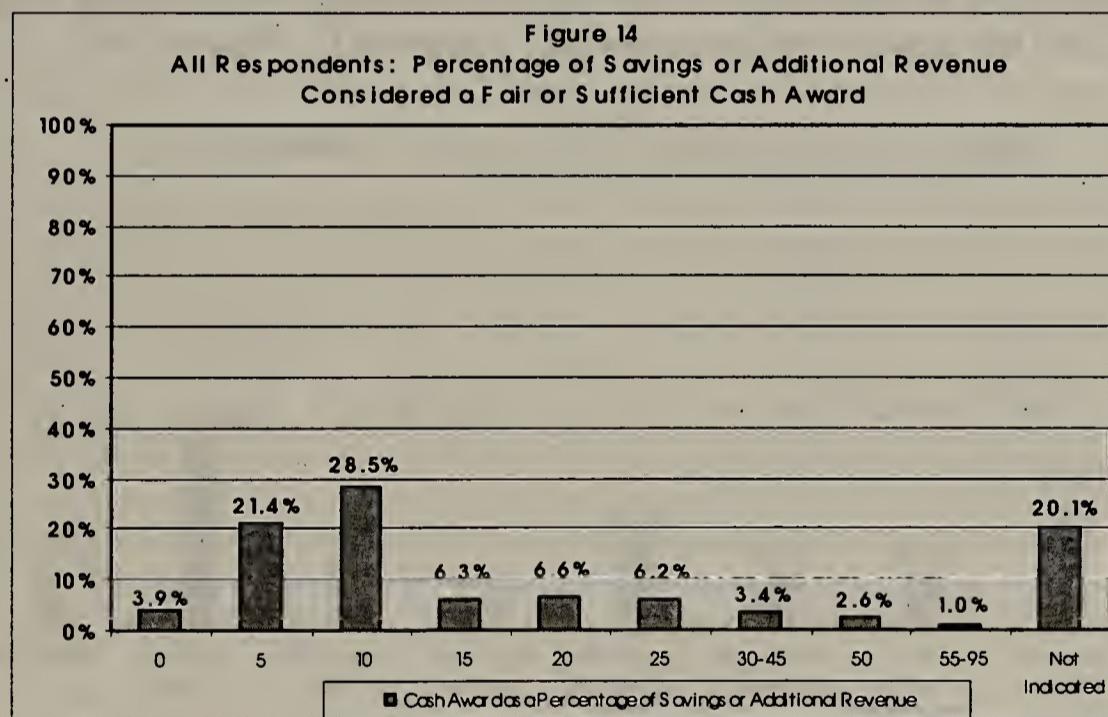
How much Money would Motivate State Employees?

The survey asked: "If one of your ideas were to result in savings or additional revenue for the Commonwealth, what percentage of the savings or additional revenue would be a fair or sufficient cash award?" Respondents were given a choice of percentages ranging from 5% to 95%. The survey did not indicate whether or not there would be a maximum allowable cash award.

Most of the survey's respondents (70%) either skipped this question, or provided either 5% or 10% as a response.⁴

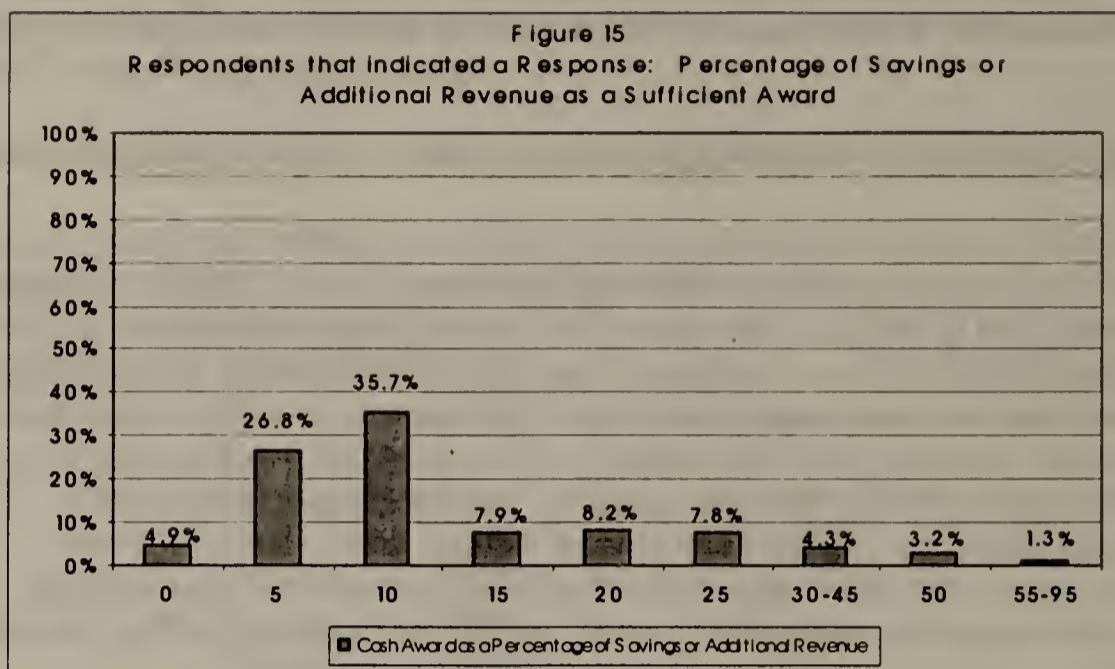
For a variety of reasons, a substantial number of the survey's respondents (20%) skipped this question. While completing the questionnaire's comment section, many employees said that they had difficulty recommending a fair and sufficient cash award (in terms of a percentage of savings or additional revenue) because some ideas would generate substantial savings or revenue, while others would generate very little savings or revenue. Many of the survey's respondents also said they had difficulty with this question because they believe that a significant number of good ideas are valuable in terms of "quality improvement," "cost avoidance," or efficiency gains," but not in terms of immediate "bottom-line" cost savings. Some employees that skipped this question suggested awarding a flat or graduated dollar amount.

Supervisors and non-supervisors had very similar responses to this question (see Appendix C: Figures C-25 and C-26).



⁴ Due to a technical anomaly, during a temporary period of time, employees did not have the option of skipping this question on the electronic survey. For those employees, the result was an unintended electronic response of 5%. To better reflect the intended responses of employees, data adjustments were made (see Appendix D for the estimation methodology).

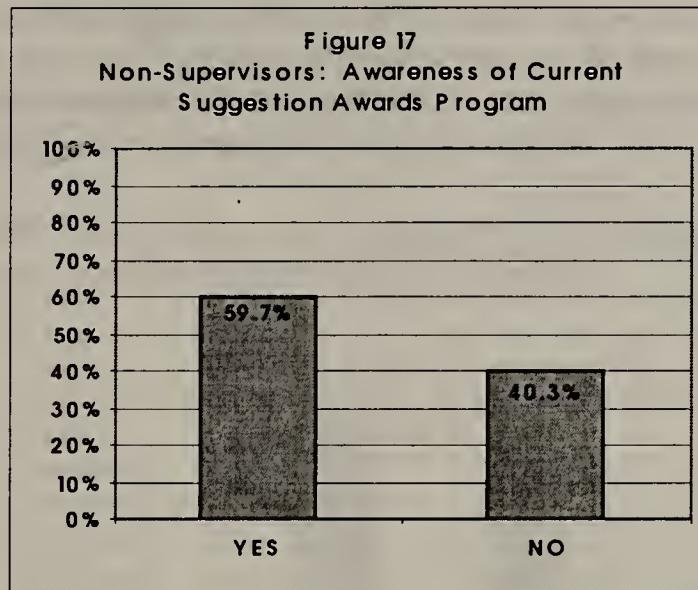
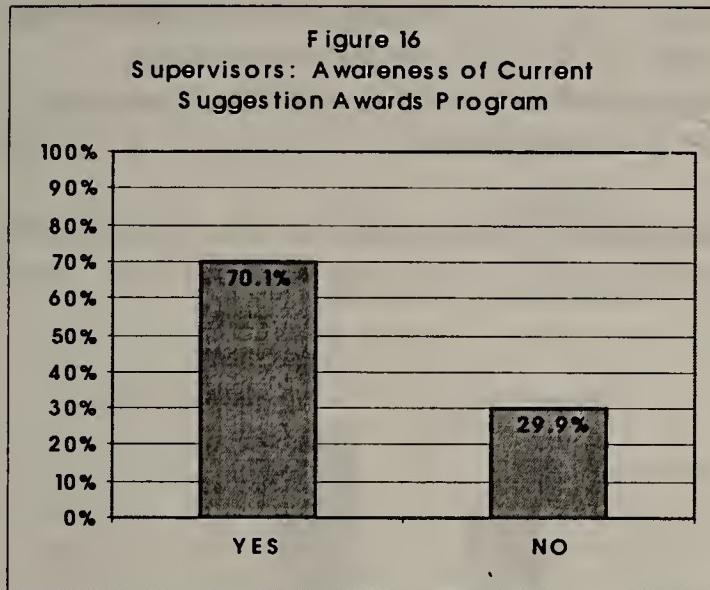
Of those that responded to the question, the most common recommendation was that awards represent 10% of savings or additional revenue. More than one-half (63%) recommended that awards represent 5% or 10% of savings or additional revenue. About one-quarter said that a fair or sufficient cash award would fall between 15% and 25% of savings/revenue. Very few employees recommended awards of more than 25% of savings/revenue.



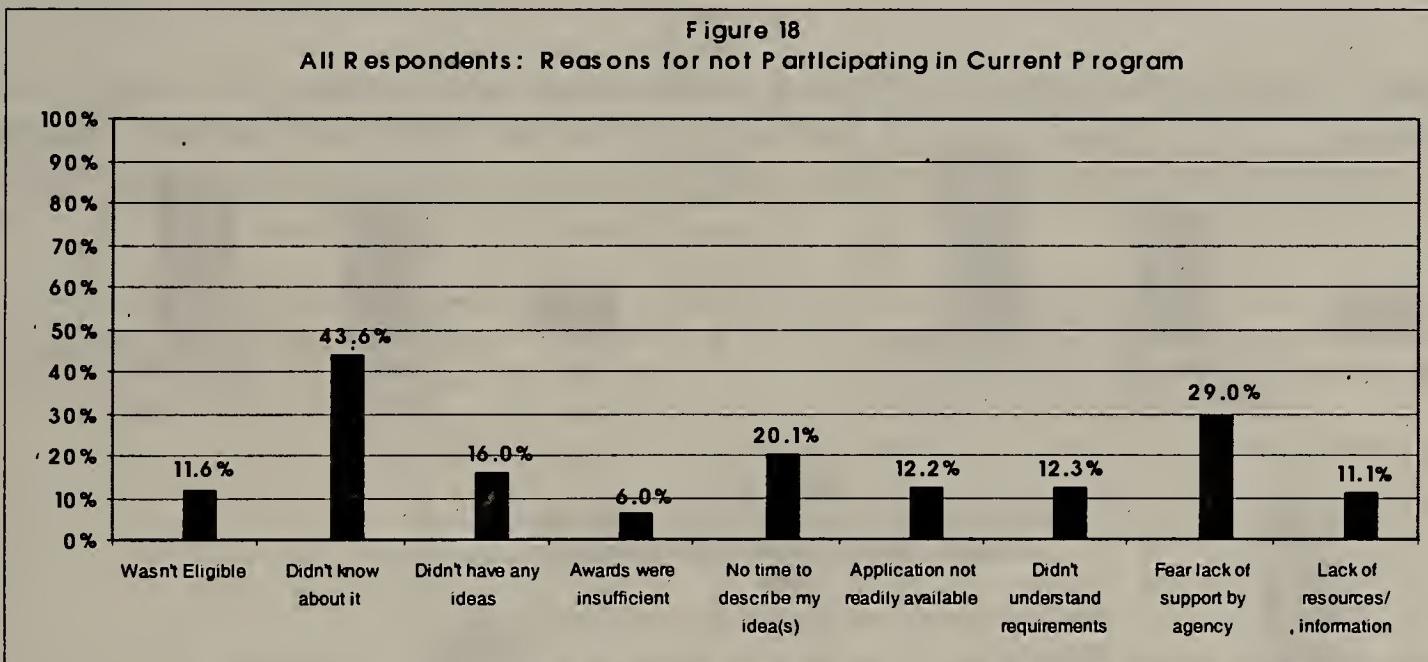
As mentioned earlier, 66% of the survey's respondents said that they find cash payment awards motivating. Their responses to the question of a fair or sufficient award did not differ substantially from the answers given by all of the survey's respondents (see Appendix C: Figure C-27).

What do State Employees Think of the Current Suggestion Awards Initiative?

As a percentage of all respondents, more supervisors (70%) were aware of the Commonwealth's current Suggestion Awards Initiative than non-supervisors (60%).⁵



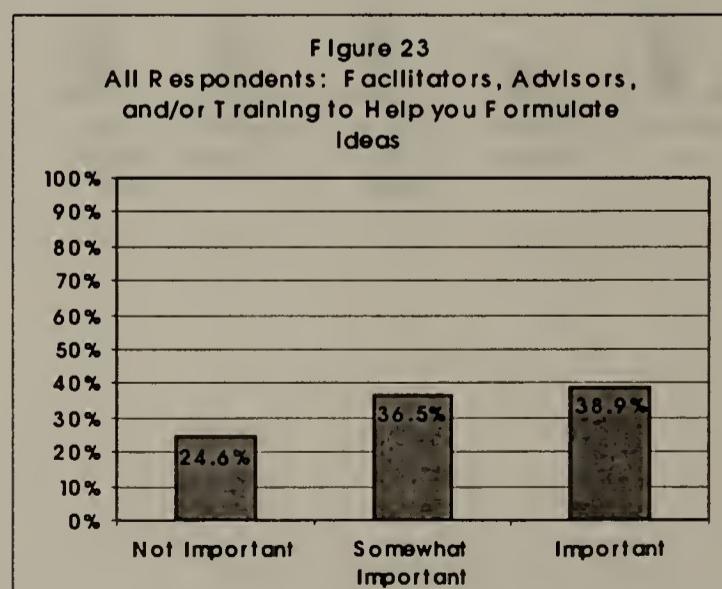
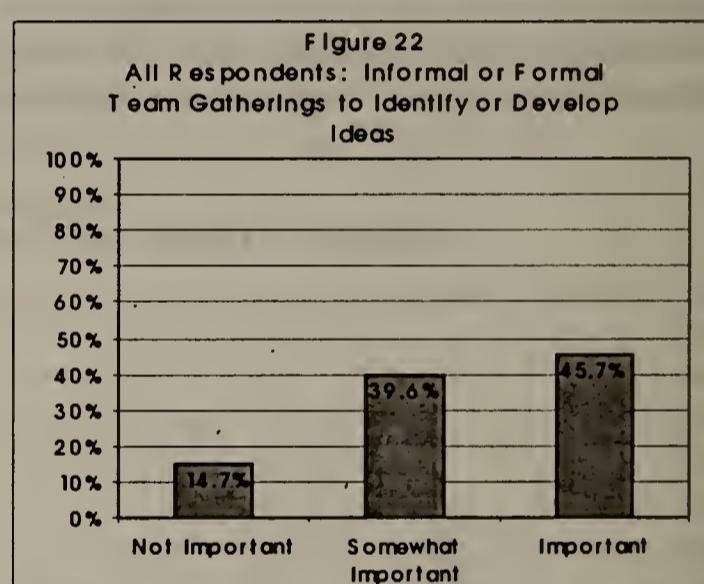
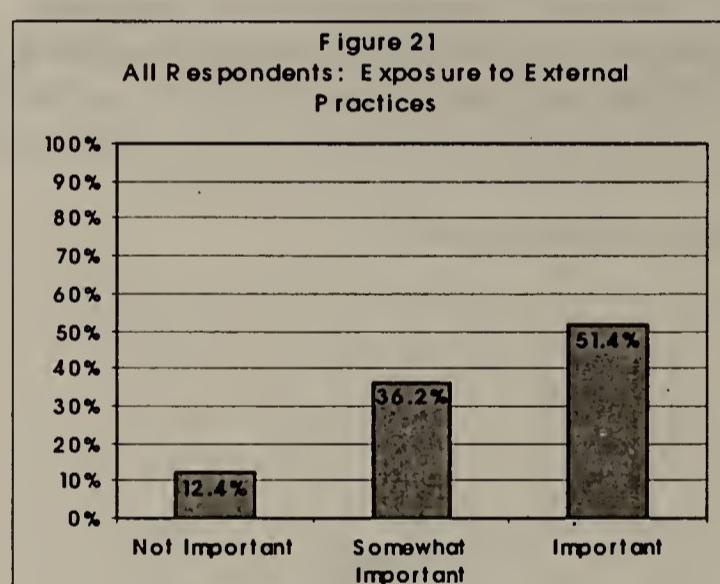
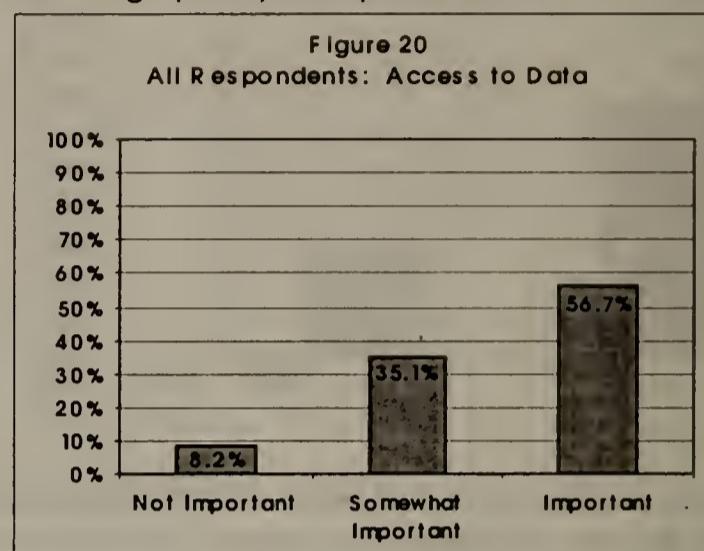
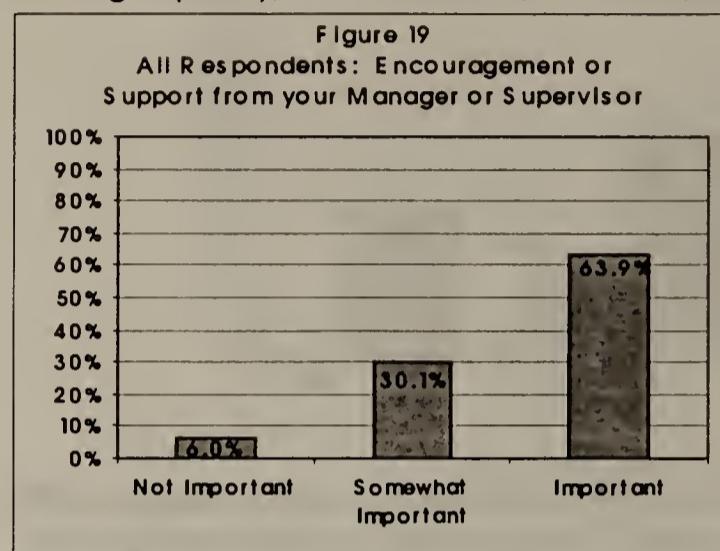
Of the survey's respondents that have never participated in the Commonwealth's current program, 29% said that they did not participate because they didn't think that their ideas would be supported by their agency. One-fifth of the respondents indicated that they didn't have the time/opportunity to describe their ideas. Supervisors and non-supervisors had very similar responses to the issue of why they had never participated in the current program (see Appendix C: Figures C-29 and C-30).



⁵ 64% of all respondents were aware of the current program (see Appendix C: Figure C-28).

What Resources do State Employees Need?

When asked about the importance of certain resources in encouraging the identification and development of feasible cost-cutting, revenue enhancement, or efficiency ideas, there is virtually no difference between the way non-supervisors and supervisors responded.⁶ Almost two-thirds (64%) of the survey's respondents reported that "encouragement or support from their manager or supervisor" is important. Over half of the respondents said that "access to data" (57%) or "exposure to external practices" (51%) is important. Less than half of the respondents said that "informal or formal team gatherings" (46%), or "facilitators, advisors, and/or training" (39%) is important.



⁶ For a breakout of responses to this question by non-supervisors and supervisors, see Appendix C: Figures C-31 through C-40.

How Receptive to New Ideas are Managers, Supervisors, and State Agencies?

Most (84%) of the survey's respondents believe that their managers or supervisors are either "receptive" or "somewhat receptive" to new ideas. Specifically, almost half (48%) of the respondents reported that their managers or supervisors are receptive to new ideas and 36% said that they are somewhat receptive.

Supervisors and non-supervisors had very similar responses to the issue of their manager and agency's receptiveness (see Appendix C: Figures C-41 through C-44).

Although almost half of the respondents said that their managers or supervisors are receptive to new ideas, only about one-quarter (28%) of them said that their agencies are receptive.

Figure 24

All Respondents: How Receptive to New Ideas is your Manager or Supervisor?

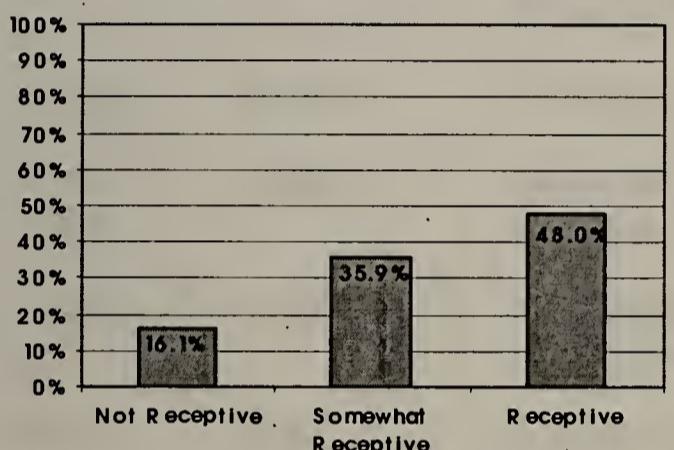
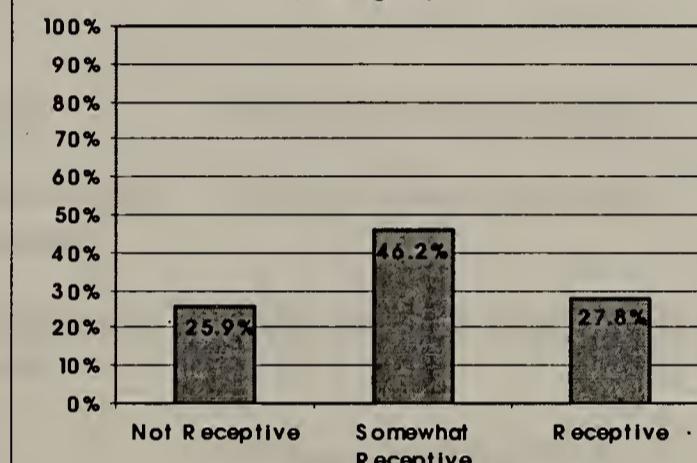


Figure 25

All Respondents: How Receptive to New Ideas is your Agency?



Furthermore, only about one-half of the employees that said their supervisor/manager is receptive to new ideas also consider their agency receptive. In contrast, the vast majority (84%) of the employees that said their agencies are receptive to new ideas also said that their supervisors/managers are receptive.⁷

Figure 26

Employees that said their Supervisor is "Receptive" to New Ideas, Rated their Agency's Receptiveness as Follows:

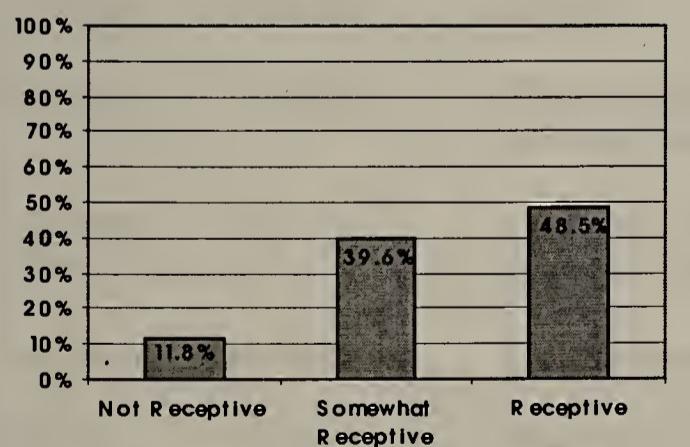
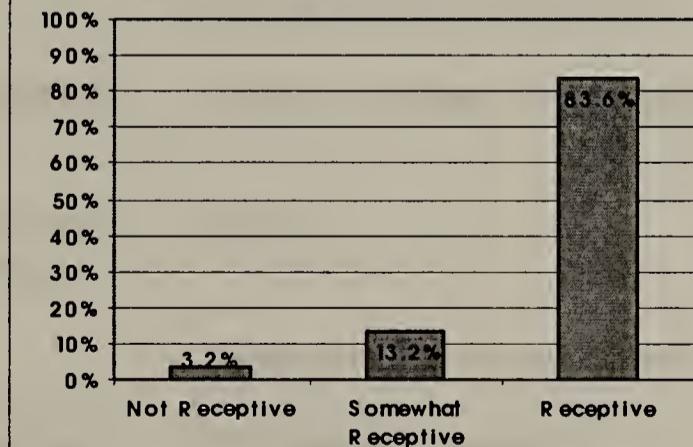


Figure 27

Employees that said their Agency is "Receptive" to New Ideas, Rated their Supervisor's Receptiveness as Follows:



44% of the non-supervisors and 53% of the supervisors that said their supervisor/manager is receptive to new ideas also consider their agency receptive. 82% of the non-supervisors and 86% of the supervisors that said their agencies are receptive to new ideas also said that their supervisors/managers are receptive.

APPENDIX A

Task Force on Employee Incentives

Chair – Pamela MacLeod

Policy Development Coordinator

Executive Office for Administration and Finance

Michael	Auerbach	Chief of Staff	Office of Representative Paul Casey
Martin	Benison	State Comptroller	Office of the State Comptroller
Alissa	Benway	Chief of Staff	Office of Senator Brian Joyce
Rose	Bonaventura	Project Coordinator, Management and Operations	Executive Office for Administration and Finance
Kevin	Boucher	Corrections Officer	Department of Correction
Rep. Paul	Casey	Chairman, House Public Services Committee	House of Representatives
Michael	Coughlin	Assistant Commissioner, Human Resources	Department of Mental Health
Paul	Dietl	Deputy Director	Human Resource Division
James	Farley	National Treasurer	National Association of Government Employees (NAGE)
Mary Ann	Gilmore	Dir. Workforce Management Group	Human Resource Division
Anand	Goel	President	SpreePass, Inc.
James	Hartnett	Director	Human Resources Division
Lauren	Johnson	Resource Management Bureau Director	Office of the State Comptroller
Senator Brian	Joyce	Chairman, Senate Public Services Committee	Senate
Richard	Kimball	Civil Engineer	Massachusetts Highway Dept.
Steve	Kursh	Executive Professor of Finance	Northeastern University

Task Force on Employee Incentives

Hilda	Ramirez	Manager	John Hancock Observatory
Carla	Saccone	Center Director	Lindemann Community Health Center
Joel	Shulman	Professor	Babson College Arthur M. Blank Center for Entrepreneurship
Thomas	Simard	Deputy Director for Administration and Finance	Department of Housing and Community Development
Brian	Stickler	Director of Field Services	Alliance/ American Federation of State, County and Municipal Employees (AFSCME), Council 93
Henry	Swiniarski	Director of Management and Budget	Executive Office of Health and Human Services
Roger	Tremblay	Assistant Commissioner, Human Resources	Department of Mental Retardation
Peter	Tsaffaras	Deputy Director of Human Resources	Board of Higher Education

APPENDIX B

Employee Incentives Survey

Dear Massachusetts State Employees:

The *Executive Office for Administration and Finance* has established a **Task Force on Employee Incentives**. The Task Force includes representatives from state government, the private sector, and academia. Our goal is to determine how to appropriately recognize and reward all state employees for developing and suggesting ideas that will help the Commonwealth reduce costs, increase revenue, and enhance government efficiency, while improving or sustaining the quality of vital services.

In order to design a program that best meets your needs, we would like to ask you to take a few minutes to give us your input through this survey. To incorporate your feedback as quickly as possible, we are asking that you submit your responses by **Friday, February 9, 2001**. The results of the survey will be used to design a suggestion and incentive program that is motivating and meaningful for you.

Please be assured that this survey is **voluntary** and **anonymous**. Your name will not be associated in any way with your responses. If you have any questions, please contact your Human Resources Director.

IF YOU HAVE STAFF WITHOUT ACCESS TO THE WEB: Please print or e-mail copies of this document for them to fill out.

HOW TO SEND: If you have access to the Web, please complete this survey online at www.state.ma.us/eoaf/incentives/. If you do not have Internet access, please mail, e-mail, or fax to the address indicated at the end of this survey.

Thank you very much,

Task Force on Employee Incentives

1. In which department do you work? (PLEASE FILL IN)

2. Do you manage or supervise a staff? (CHECK ONE)

Yes
 No

If yes, how many people do you manage or supervise? (CHECK ONE)

1-5 people
 6-10 people
 11-20 people
 over 20 people

3. How long have you worked in state government? (CHECK ONE)

0-5 years
 6-10 years
 11-15 years
 over 15 years

(CONTINUED NEXT PAGE)

Page 1 of 4

4. How relevant are the following goals to your job? (CHECK ONE IN EACH CATEGORY)

	Not Relevant	Somewhat Relevant	Relevant
Saving Money	_____	_____	_____
Increasing Revenue	_____	_____	_____
Increasing Efficiency	_____	_____	_____
Improving Quality of Services	_____	_____	_____

5. Have you ever looked around your work environment and thought of a way to save the state money, increase revenue, or be more efficient? (CHECK ONE)

Yes
 No

If yes, how often have you initiated and/or taken an active part in promoting or making a change? (CHECK ONE)

Never
 Once
 Occasionally
 Often

6. How motivating would each of the following be in encouraging you to submit cost cutting, revenue enhancement, or efficiency ideas to government officials? (CHECK ONE IN EACH CATEGORY)

	Not Motivating	Somewhat Motivating	Motivating
a. Confidence and satisfaction that my ideas would be implemented and be effective	_____	_____	_____
b. Widespread recognition (for example, ceremonial luncheons or dinners, a photograph of me with the Governor or other top-ranking government official(s), agency recognition, media coverage)	_____	_____	_____
c. Cash payment awards	_____	_____	_____
d. A personalized item or gift	_____	_____	_____
e. Paid time off from work	_____	_____	_____

7. Are you aware of the Commonwealth's Suggestion Awards Initiative, which is a program that offers cash awards to non-management employees in the Executive branch who have suggestions that result in cost savings or additional revenue for state government? (CHECK ONE)

Yes
 No

8. If you have never participated in the Commonwealth's Suggestion Awards Initiative, why not? Please select all responses that apply. Please skip to question 9 if you have participated. (CHECK ALL THAT APPLY)

Wasn't eligible
 Didn't know about it
 Didn't have any ideas
 Thought that the program's incentives/awards were insufficient
 Didn't have the time/opportunity to describe my idea(s)
 The awards application was not readily available
 Didn't understand the program's requirements
 Didn't think that my idea(s) would be supported by the agency
 Didn't have sufficient access to resources/information to complete the application

9. How important would the following resources be in encouraging you to identify and develop feasible cost cutting, revenue enhancement, or efficiency ideas? (CHECK ONE IN EACH CATEGORY)

	Not Important	Somewhat Important	Important
a. Access to data	—	—	—
b. Encouragement or support from your manager or supervisor	—	—	—
c. Exposure to external practices pertinent to your line of work or that of your agency (for example, field trips, regional or national conferences)	—	—	—
d. Informal or formal team gatherings to identify or develop ideas	—	—	—
e. Facilitators, advisors and/or training to help you formulate ideas	—	—	—

10. How receptive to new ideas is:

	Not Receptive	Somewhat Receptive	Receptive
a. your manager or supervisor?	—	—	—
b. your agency?	—	—	—

11. If one of your ideas were to result in savings or additional revenue for the Commonwealth, what percentage of the savings or additional revenue would be a fair or sufficient cash award? (USING MULTIPLES OF 5, PLEASE FILL IN A PERCENTAGE)

_____ % of the savings or additional revenue generated from the implementation of your idea

12. Please include any additional comments you think may be useful in designing an employee incentives program:

Thank you for your input!

Please send your completed survey to the Executive Office for Administration and Finance, State House, Room 373, Boston, MA 02133 Attn: Task Force on Employee Incentives, (or e-mail Pam.MacLeod@state.ma.us, or fax 617-727-2779).

(CONTINUED NEXT PAGE)

Page 4 of 4

APPENDIX C

Figure C-1
Supervisors: How Many People do you Manage or Supervise?

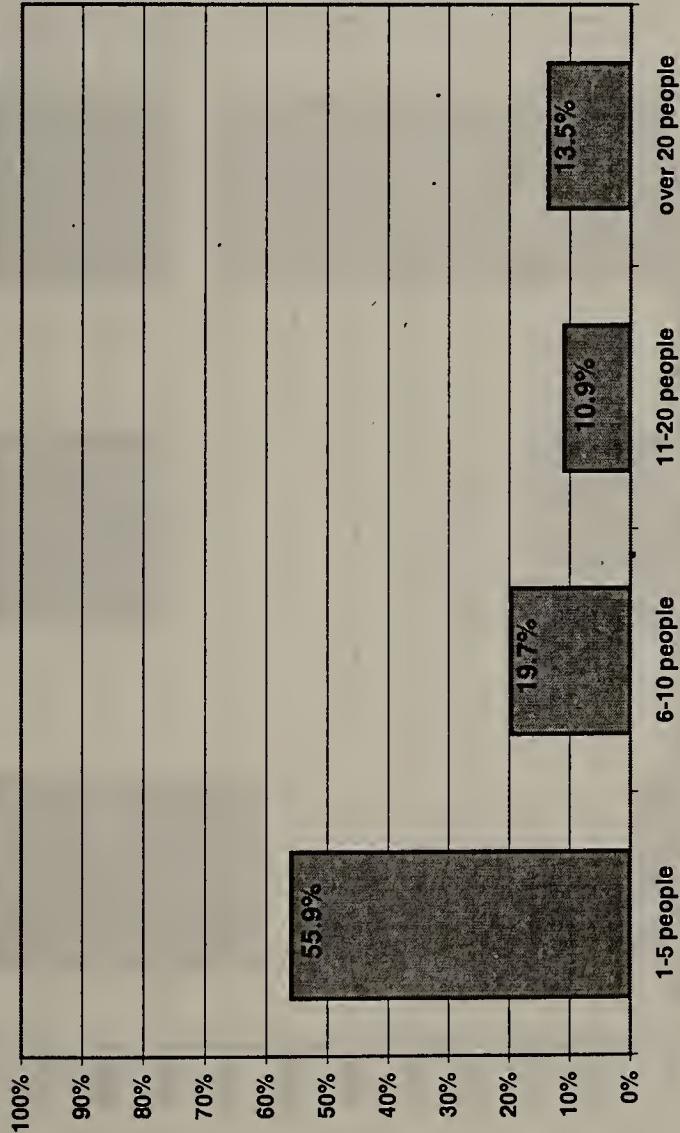


Figure C-2
All Respondents: Number of Years in State Government

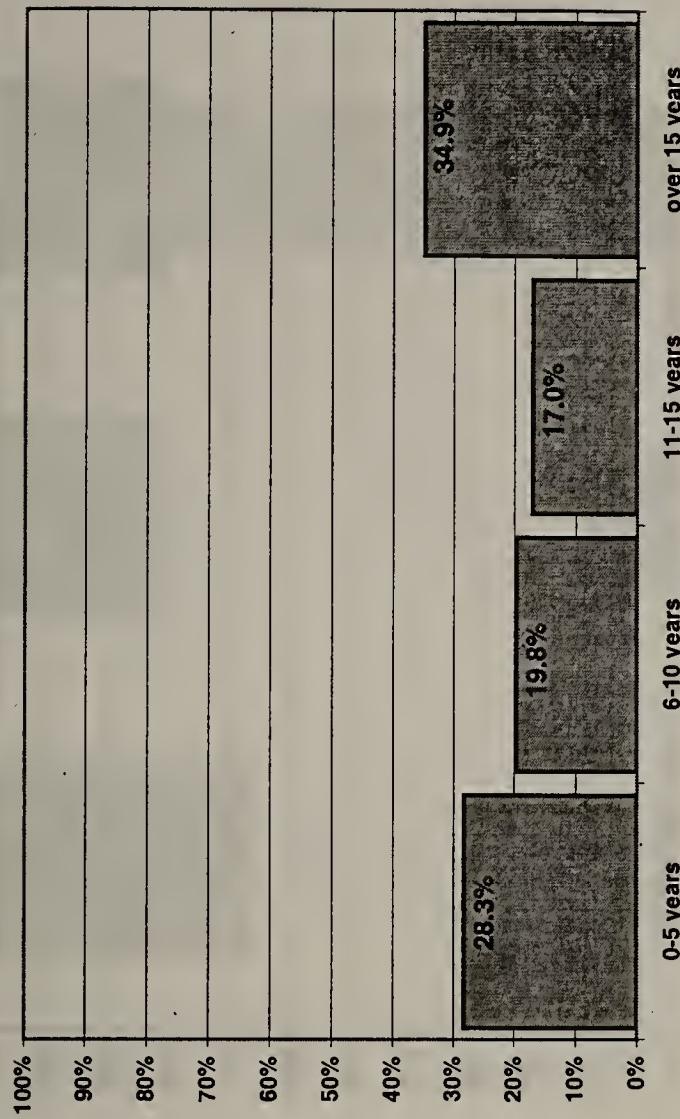


Figure C-3
Non-Supervisors: Number of Years in State Government

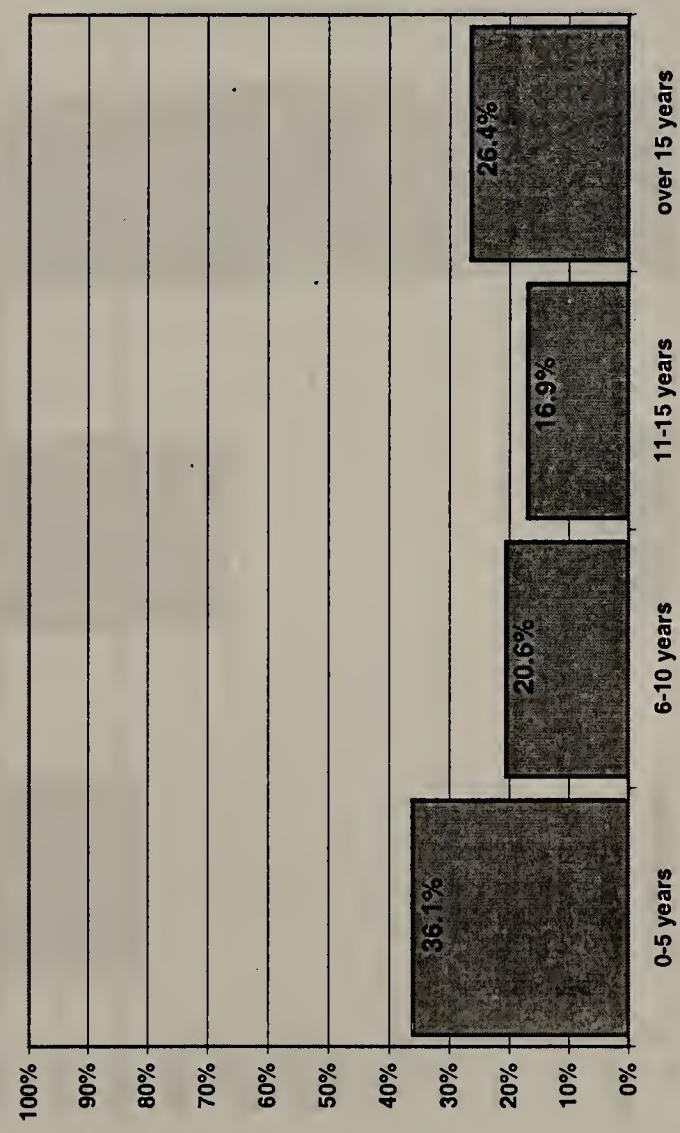
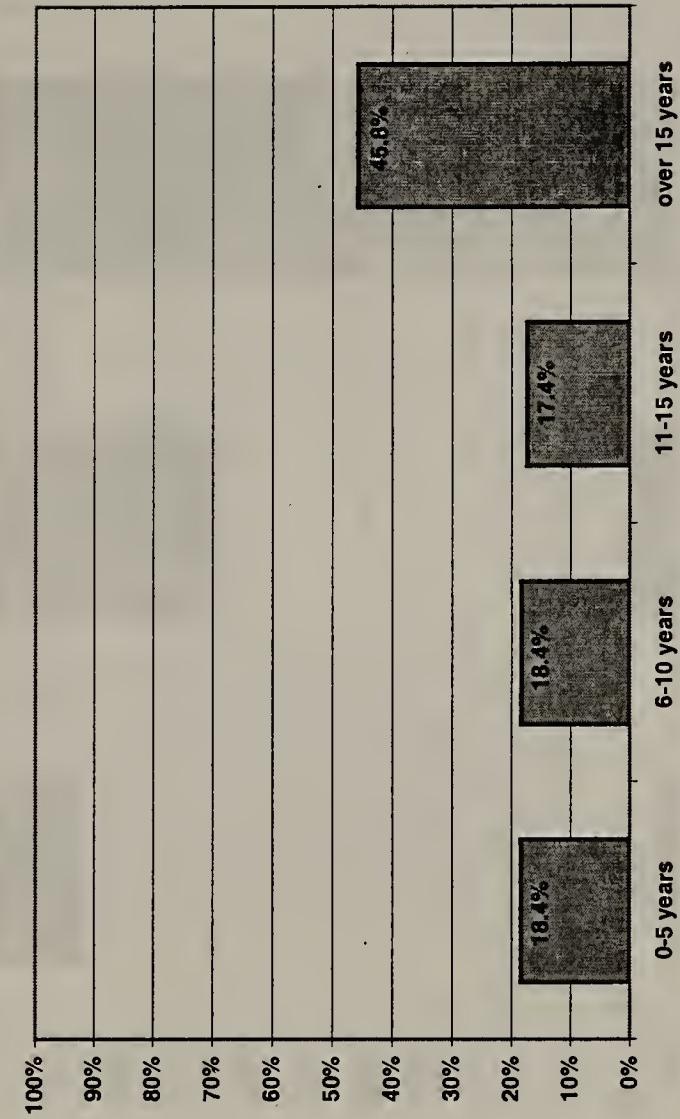


Figure C-4
Supervisors: Number of Years in State Government



APPENDIX C

Figure C-5
Non-Supervisors: How Relevant to your Job is Saving Money?

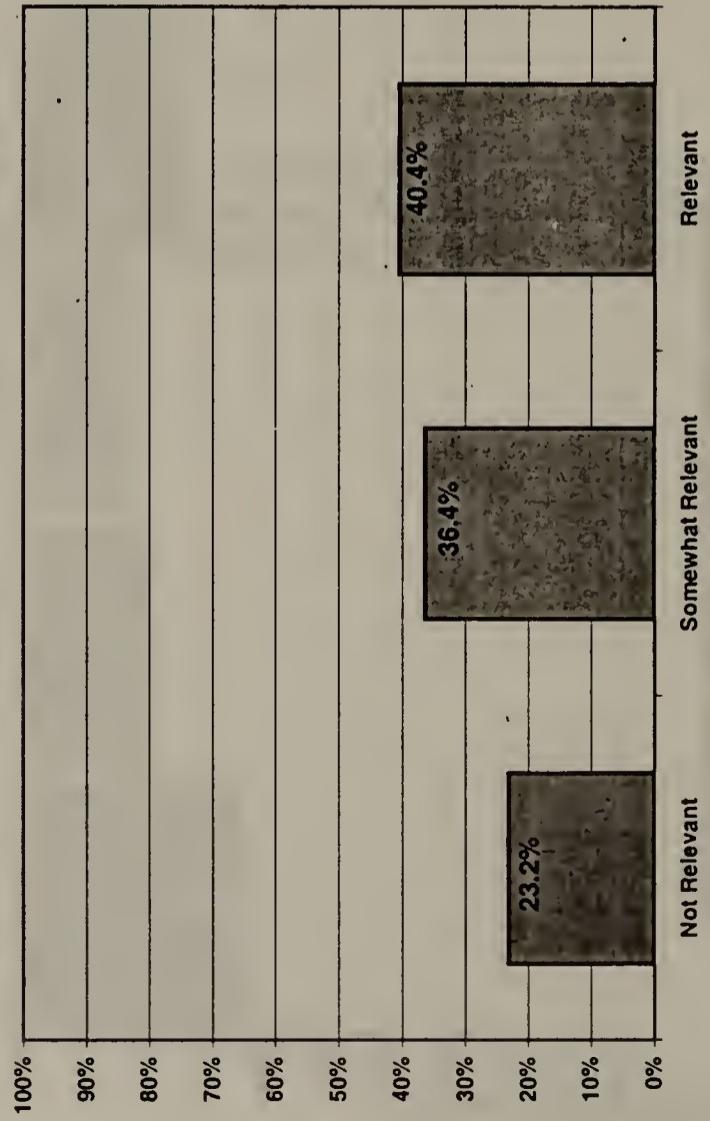


Figure C-6
Supervisors: How Relevant to your Job Is Saving Money?

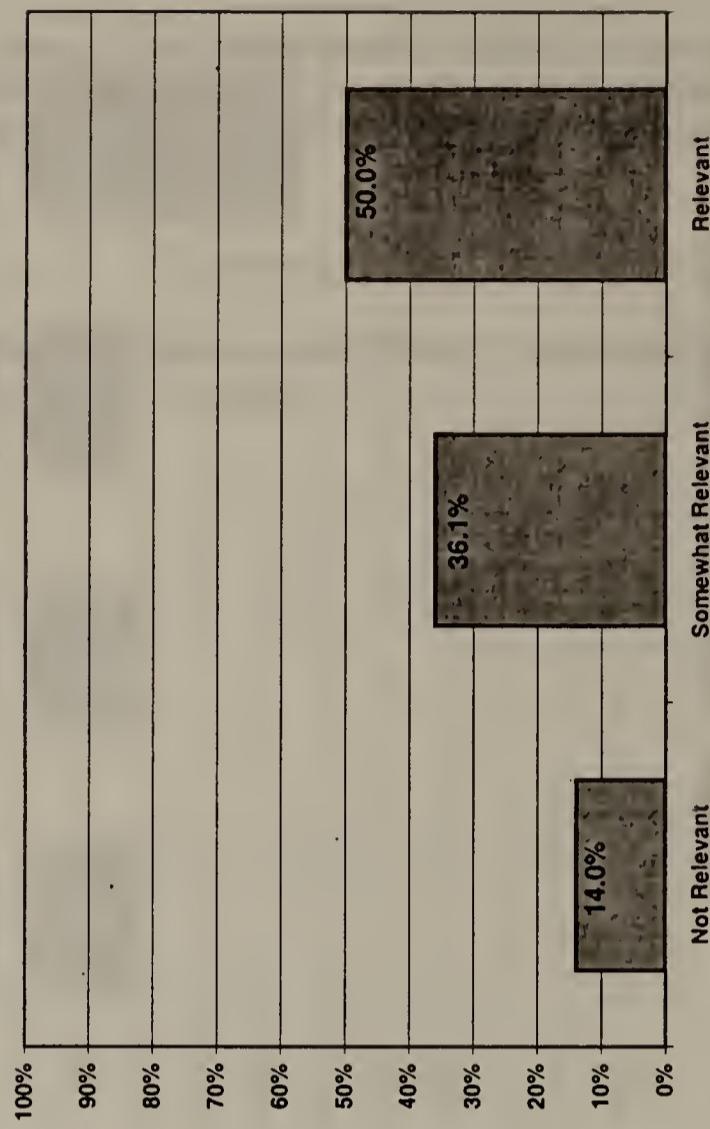


Figure C-7
Non-Supervisors: How Relevant to your Job Is Increasing Revenue?

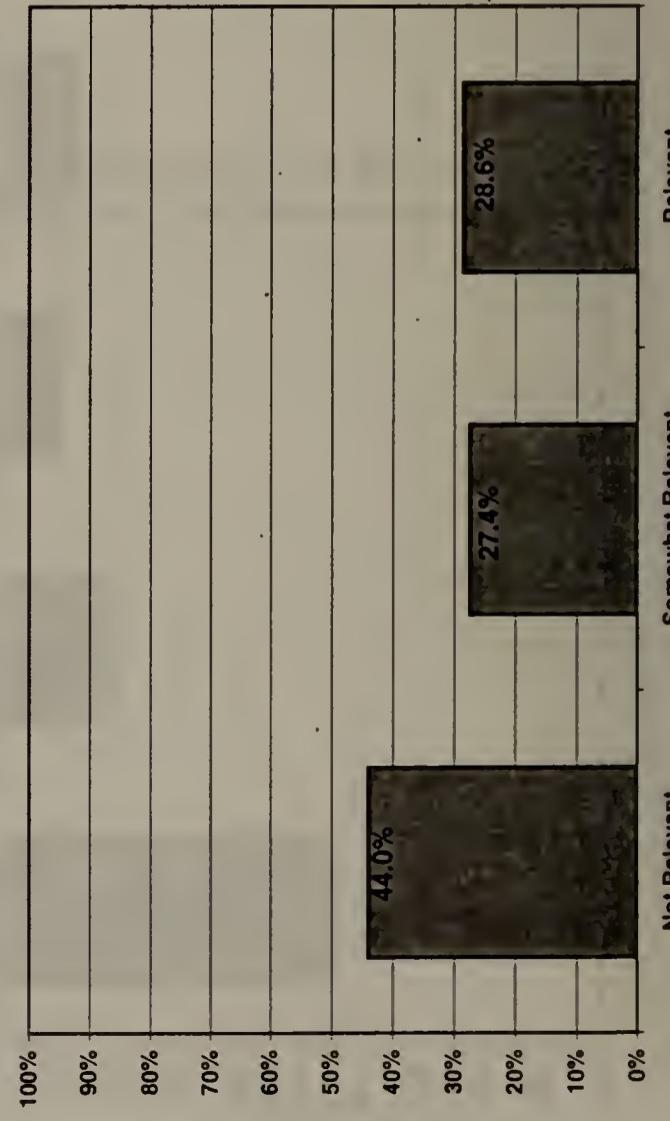
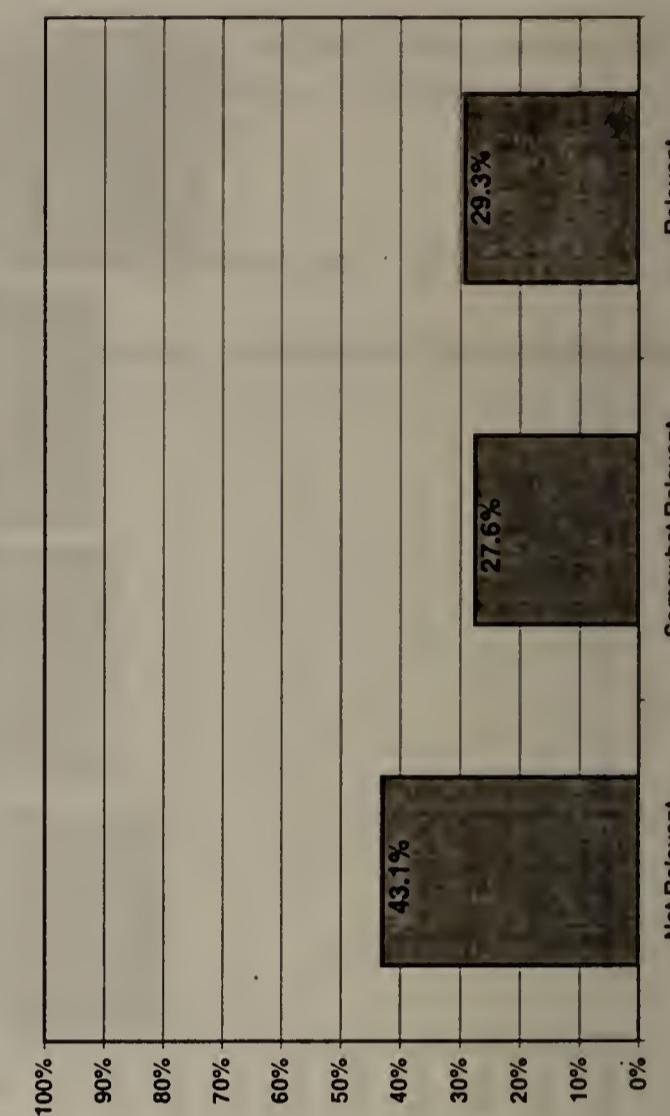


Figure C-8
Supervisors: How Relevant to your Job Is Increasing Revenue?



APPENDIX C

Figure C-9
Non-Supervisors: How Relevant to your Job is increasing Efficiency?

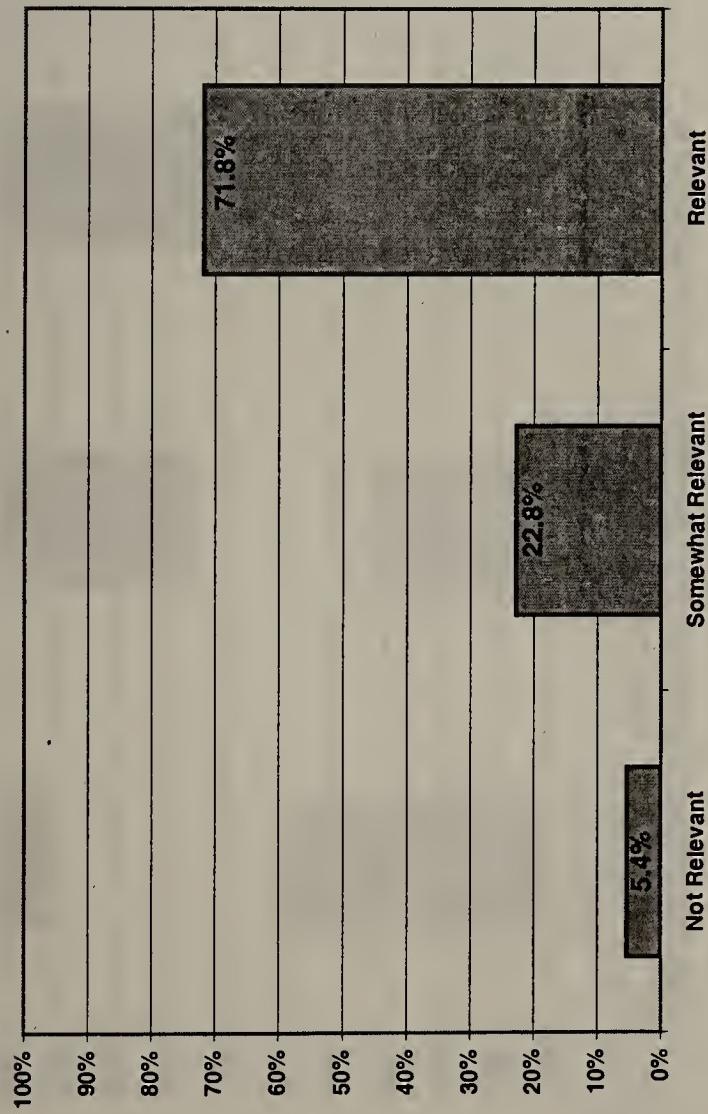


Figure C-11
Non-Supervisors: How Relevant to your Job is Improving Quality of Services?

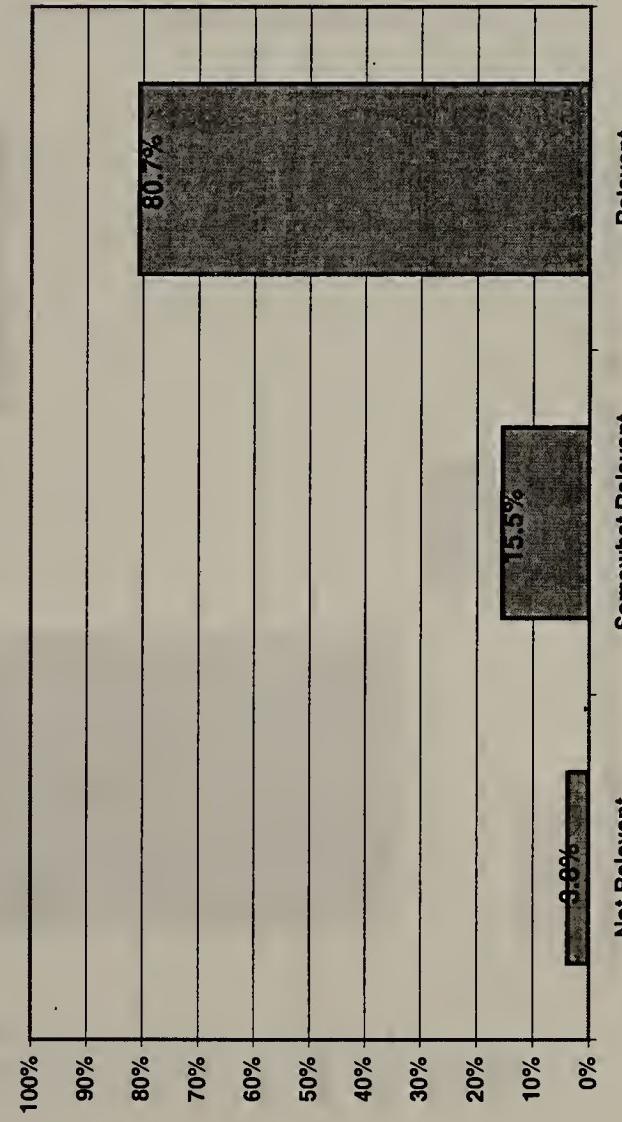


Figure C-10
Supervisors: How Relevant to your Job is Increasing Efficiency?

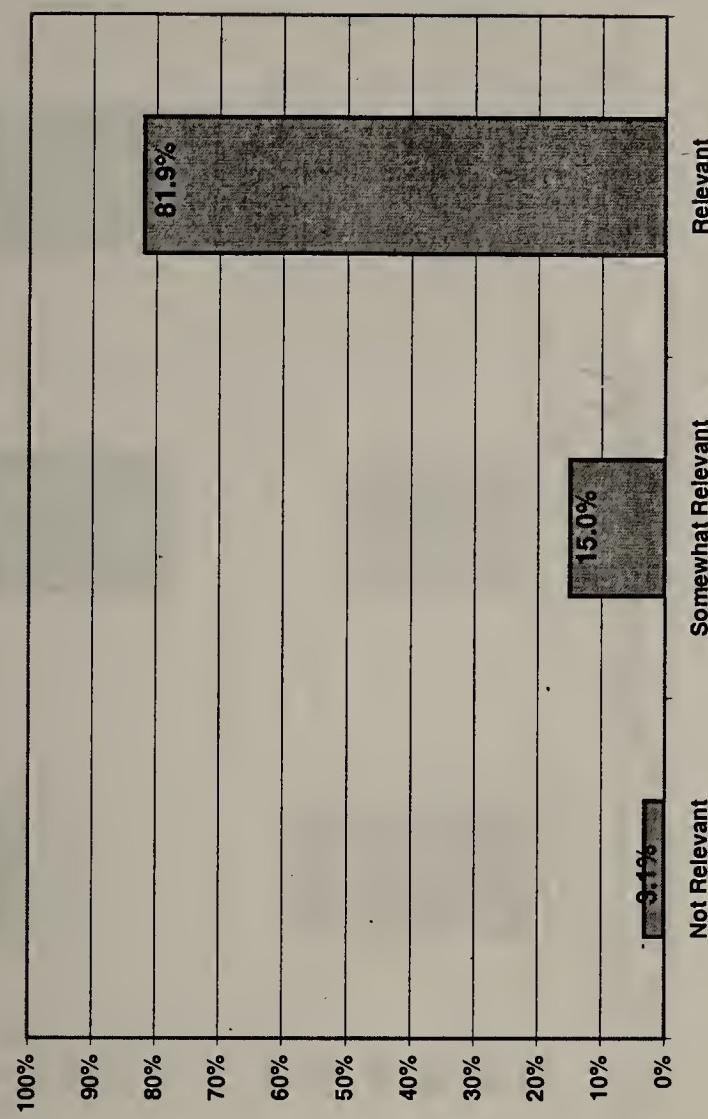
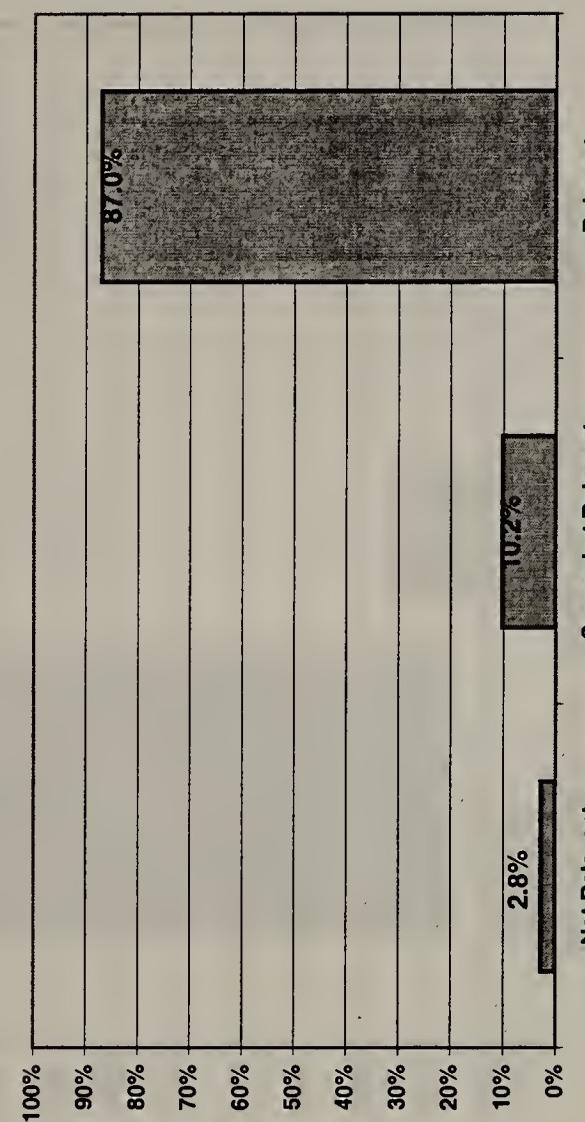


Figure C-12
Supervisors: How Relevant to your Job is Improving Quality of Services?



APPENDIX C

Figure C-13
Non-Supervisors: Have you Ever Looked Around and Thought of a Way to Save the State Money, Increase Revenue, or be More Efficient?

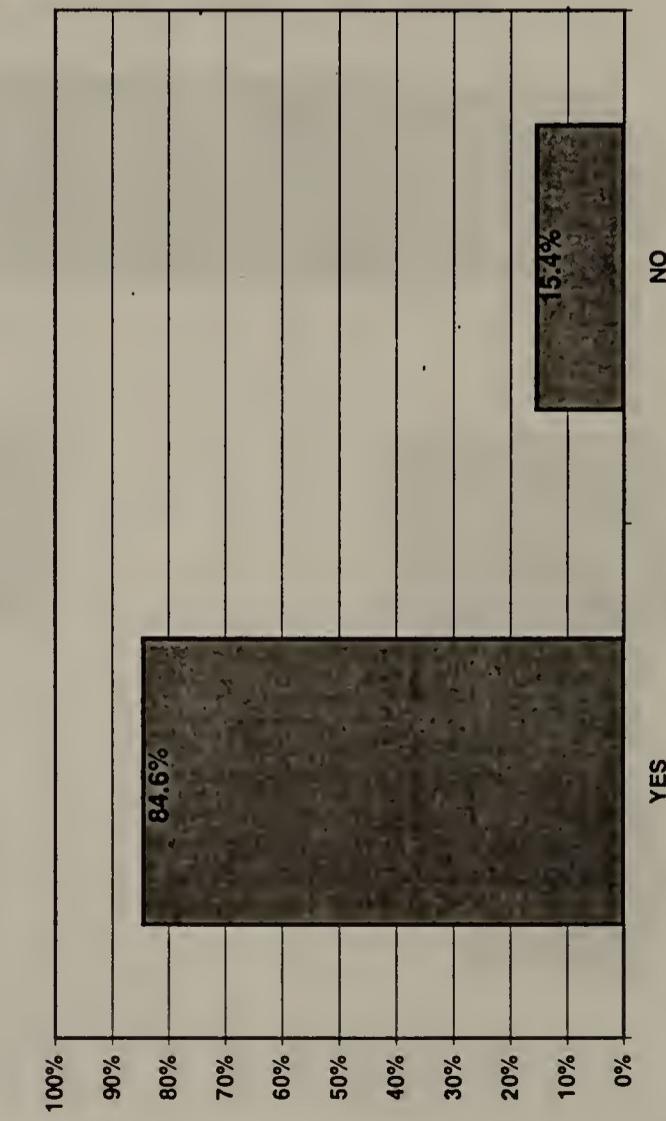


Figure C-14
Supervisors: Have you Ever Looked Around and Thought of a Way to Save the State Money, Increase Revenue, or be More Efficient?

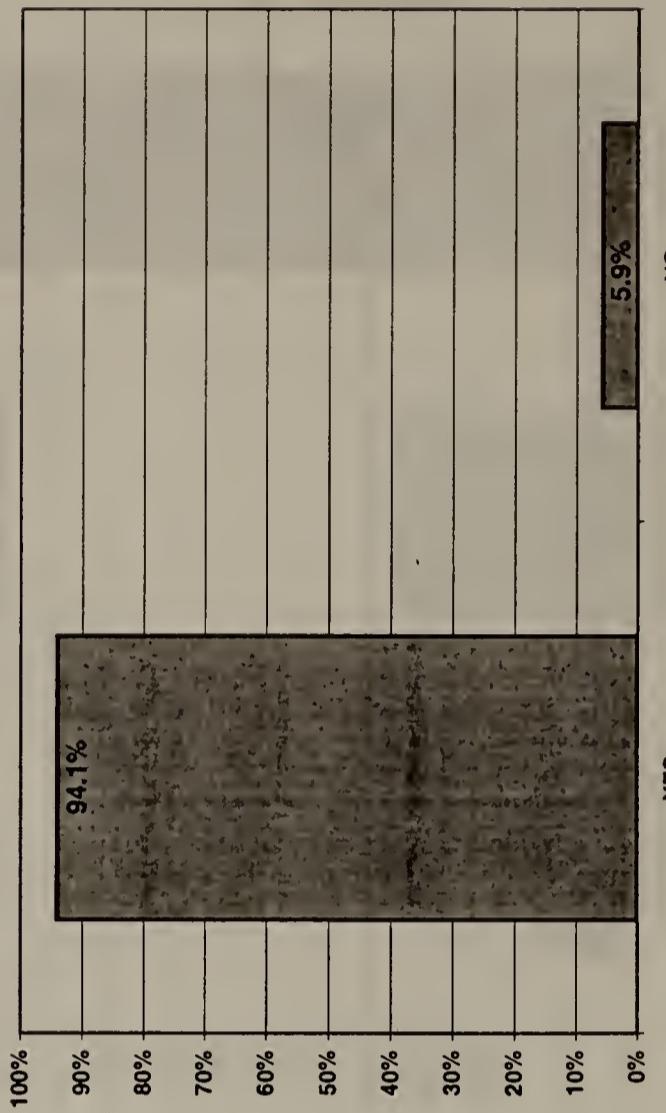


Figure C-15
Non-Supervisors: Confidence and Satisfaction that my Ideas would be Implemented and be Effective

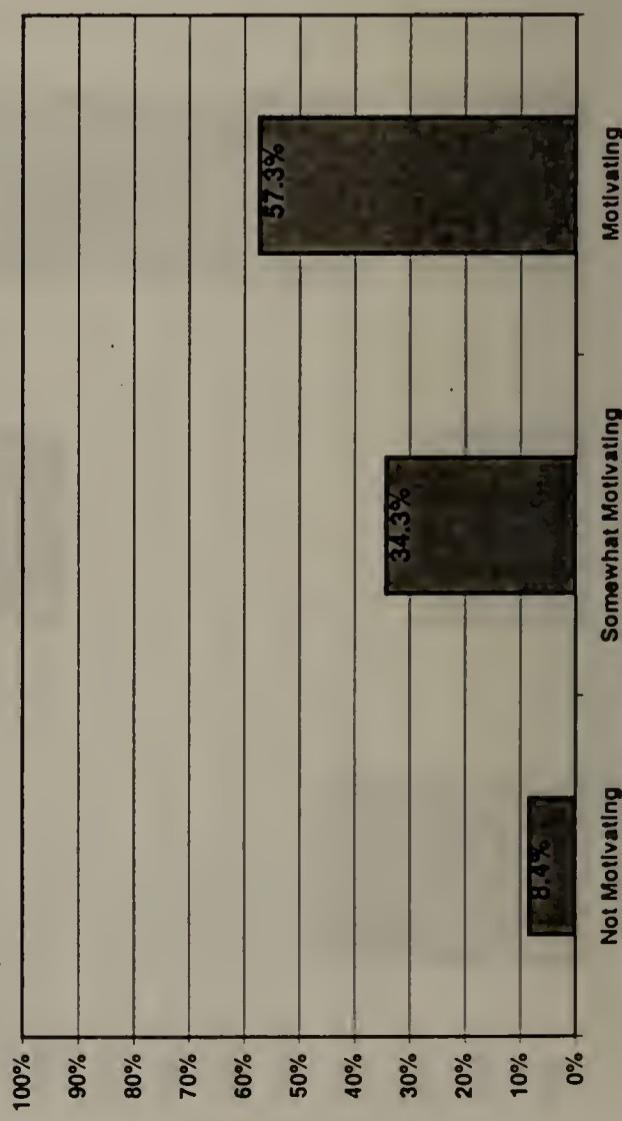
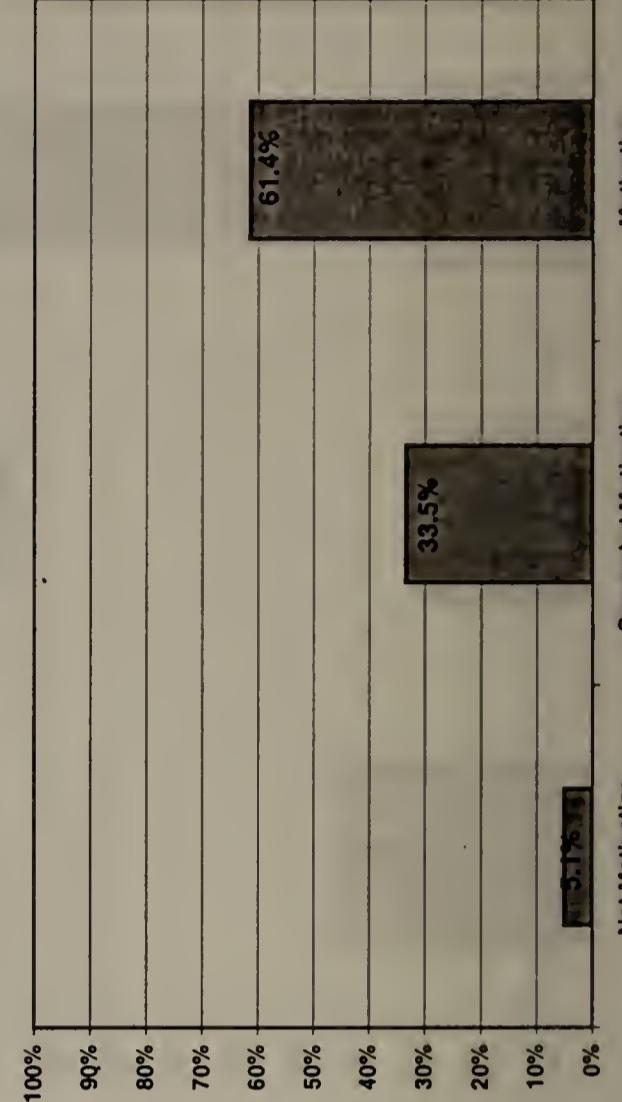


Figure C-16
Supervisors: Confidence and Satisfaction that my Ideas would be Implemented and be Effective



APPENDIX C

Figure C-17
Non-Supervisors: Widespread Recognition

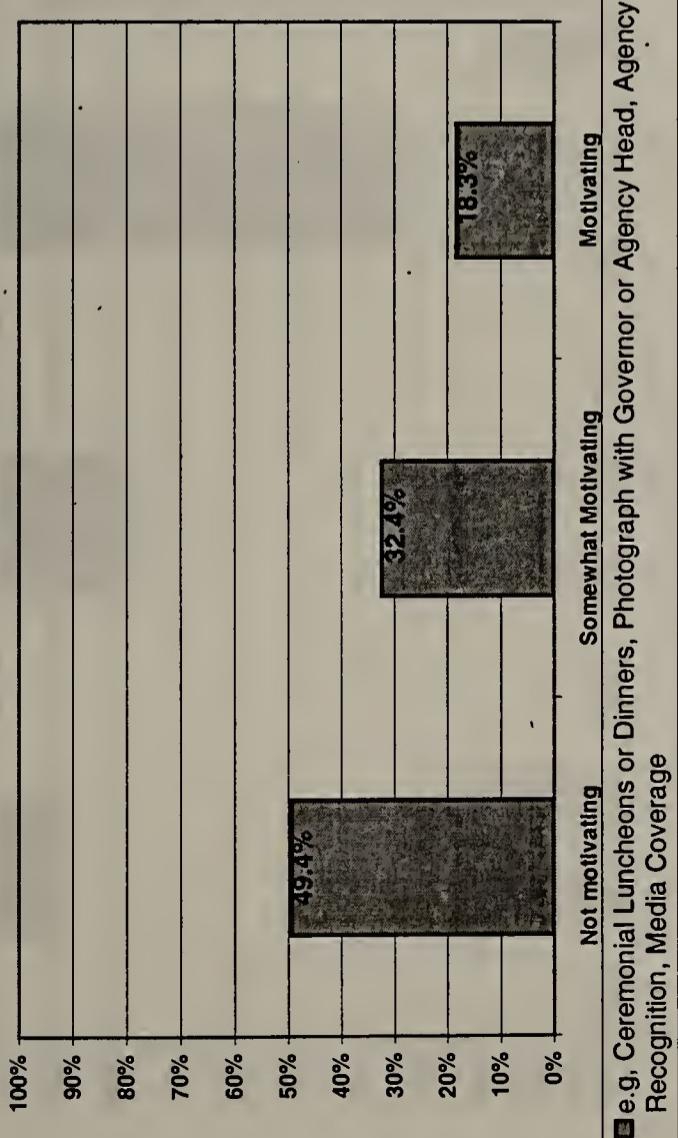


Figure C-18
Supervisors: Widespread Recognition

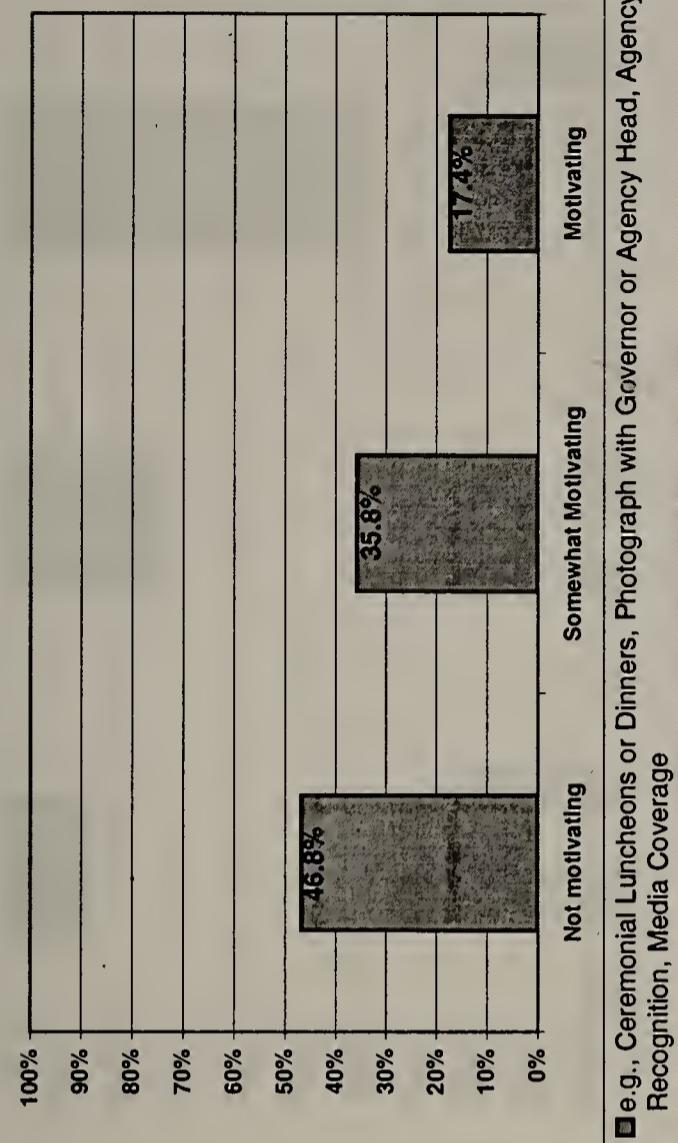


Figure C-19
Non-Supervisors: Cash Payment Awards

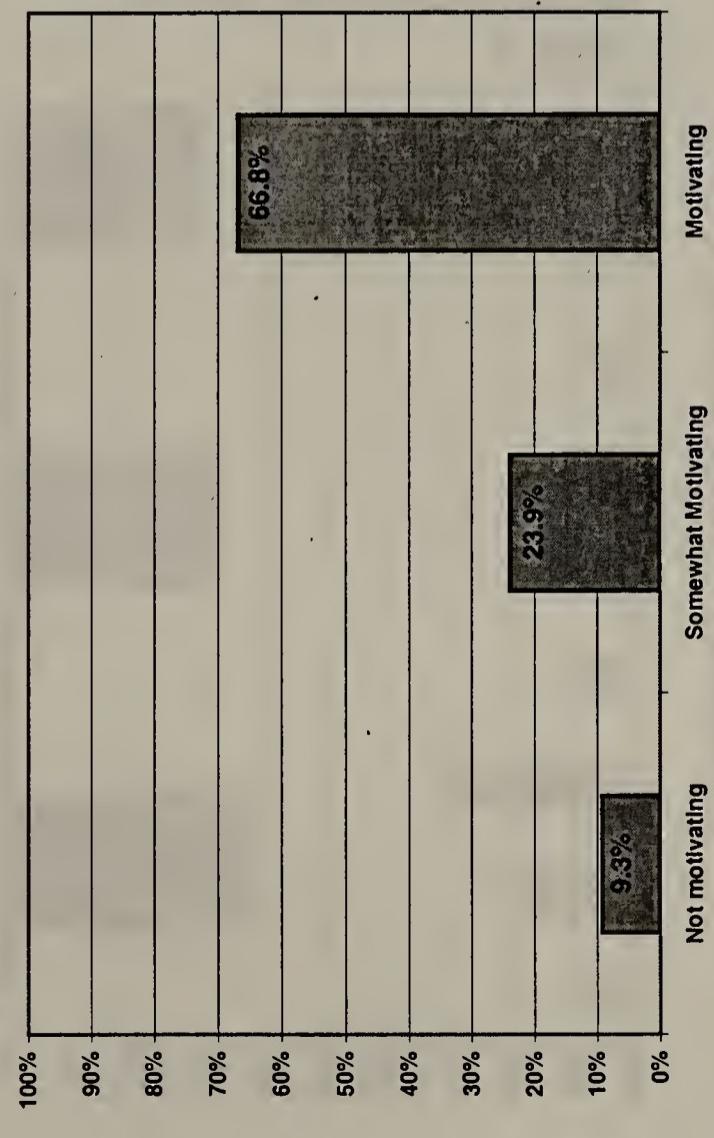
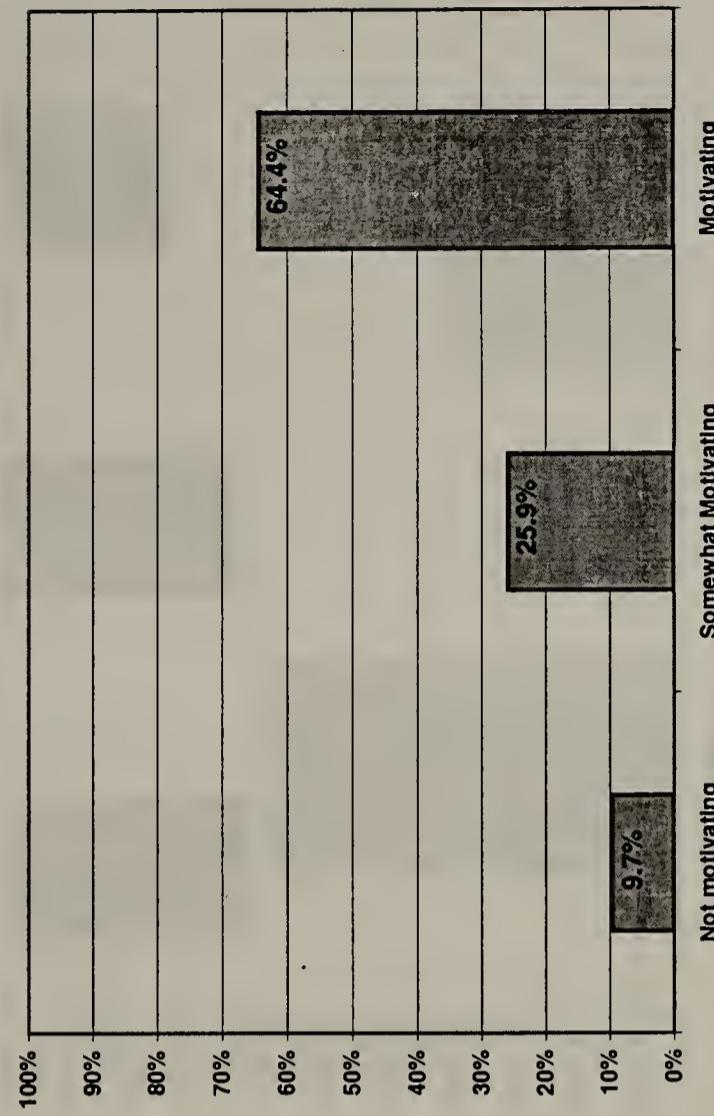


Figure C-20
Supervisors: Cash Payment Awards



APPENDIX C

Figure C-21
Non-Supervisors: A Personalized Item or Gift

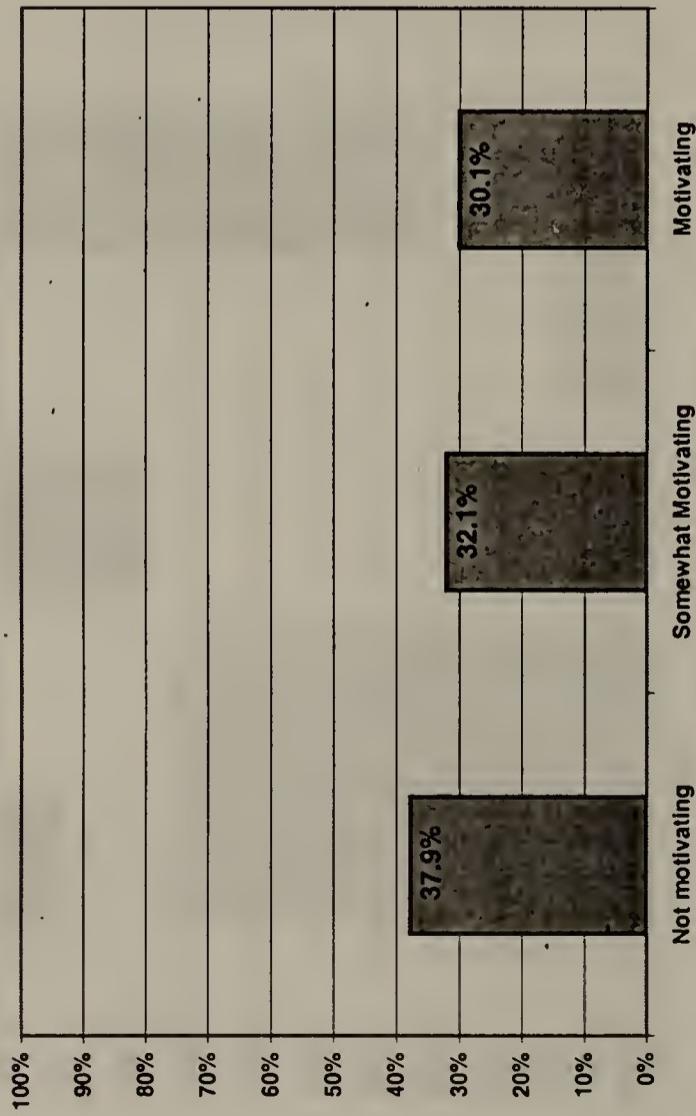


Figure C-22
Supervisors: A Personalized Item or Gift

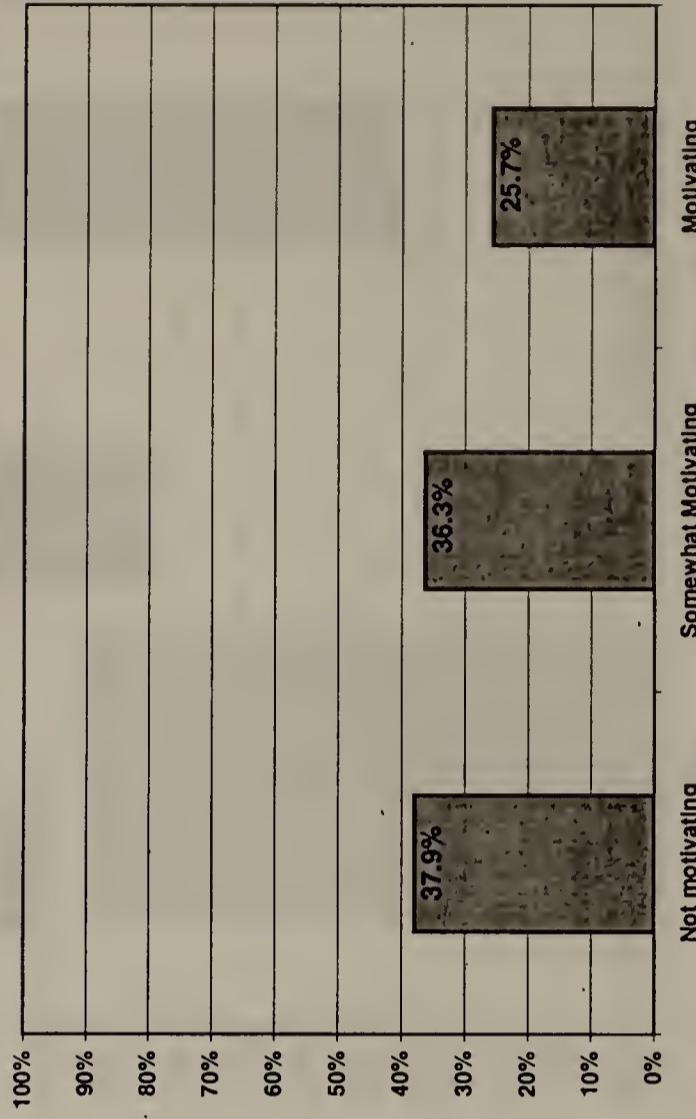


Figure C-23
Non-Supervisors: Paid Time Off from Work

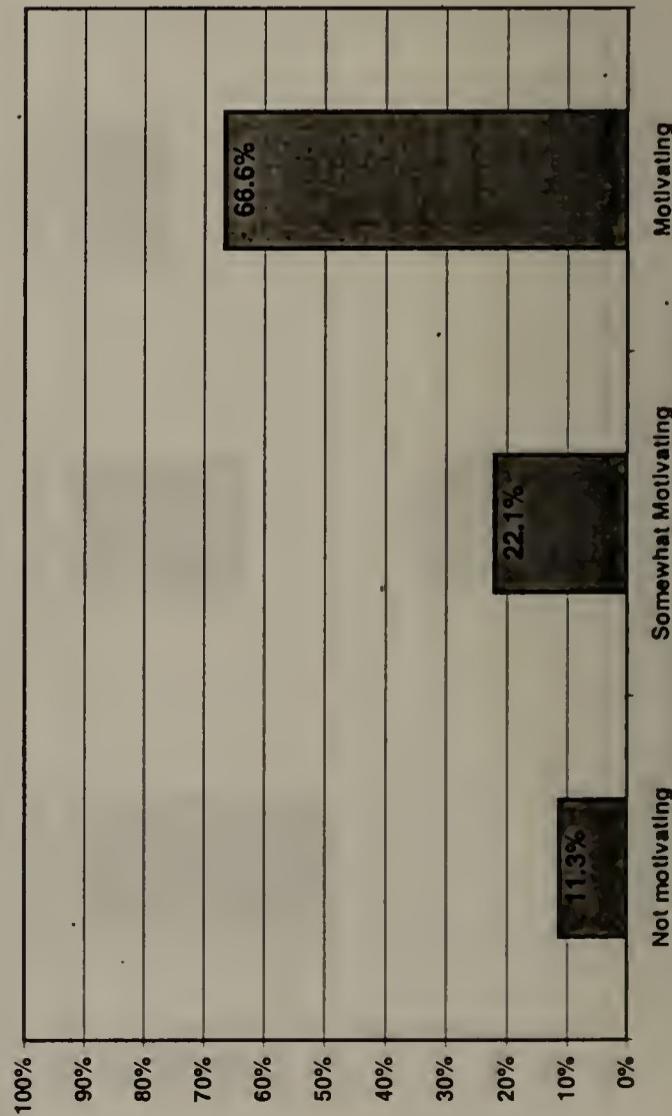
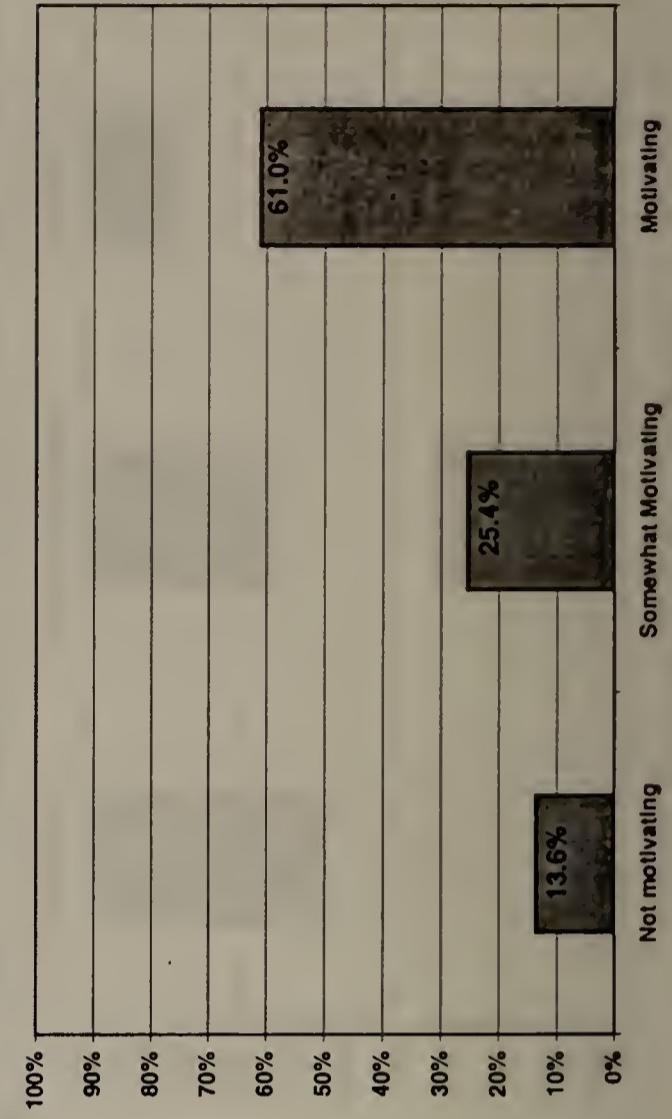


Figure C-24
Supervisors: Paid Time Off from Work



APPENDIX C

Figure C-25
Non-Supervisors: Percentage of Cost Savings or Additional Revenue Considered a Fair or Sufficient Cash Award

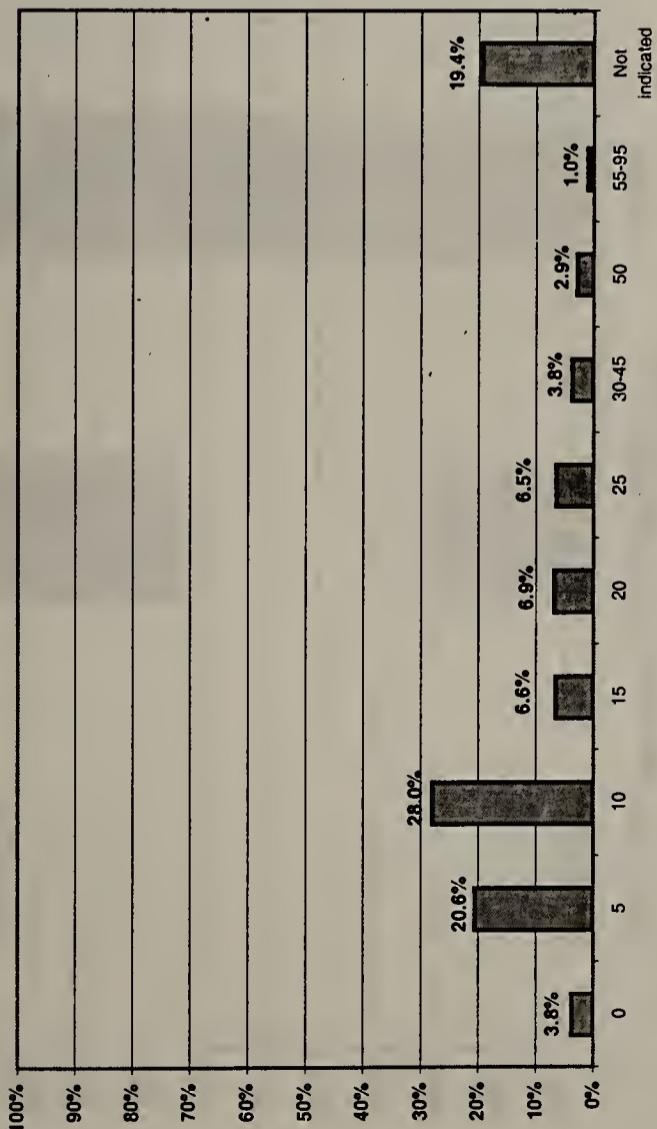


Figure C-26
Supervisors: Percentage of Cost Savings or Additional Revenue Considered a Fair or Sufficient Cash Award

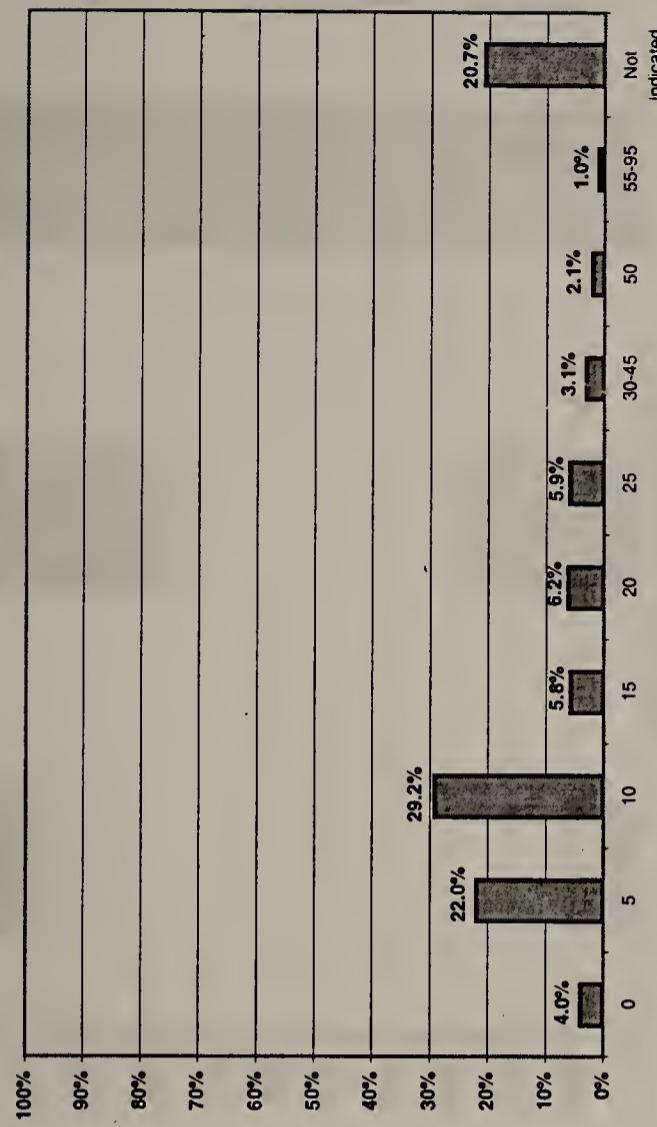


Figure C-27
The 2,775 Respondents that said Cash Awards would be Motivating, also said the Following Percentage of Cost Savings or Additional Revenue would be a Fair or Sufficient Cash Award

■ Cash Award as a Percentage of Savings or Additional Revenue

Figure C-28
All Respondents: Awareness of Current Suggestion Awards Program

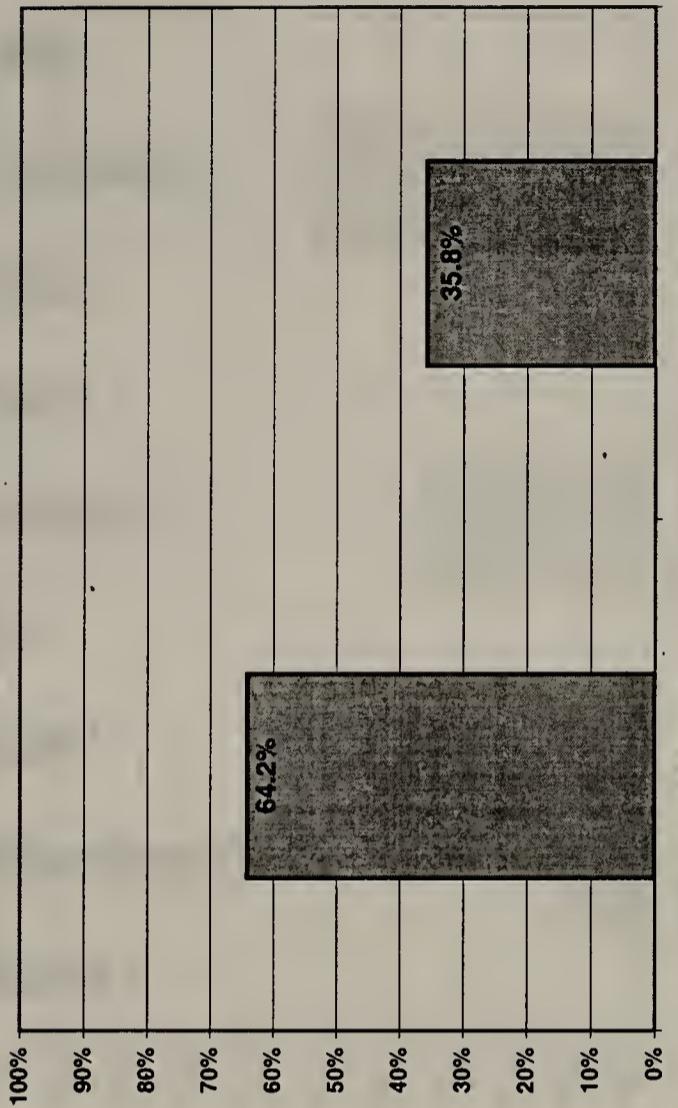


Figure C-28
All Respondents: Awareness of Current Suggestion Awards Program

■ Cash Award as a Percentage of Savings or Additional Revenue

APPENDIX C

Figure C-29
Non-Supervisors: Reasons for not Participating in Current Program

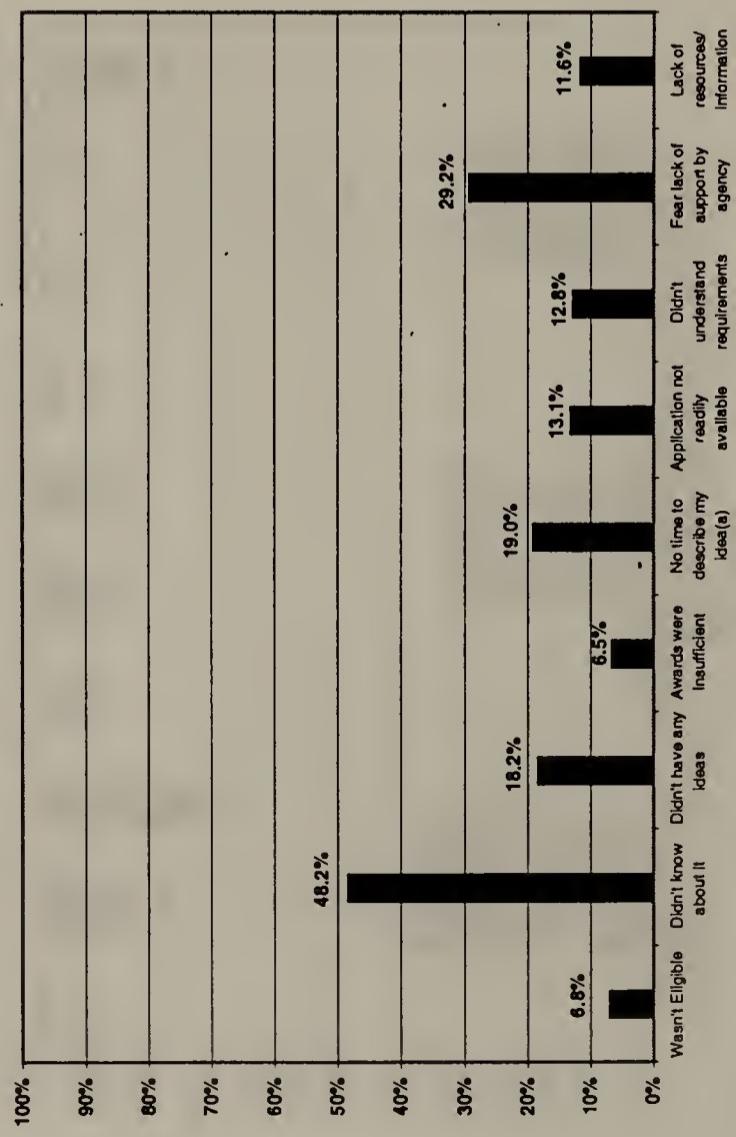


Figure C-30
Supervisors: Reasons for not Participating in Current Program

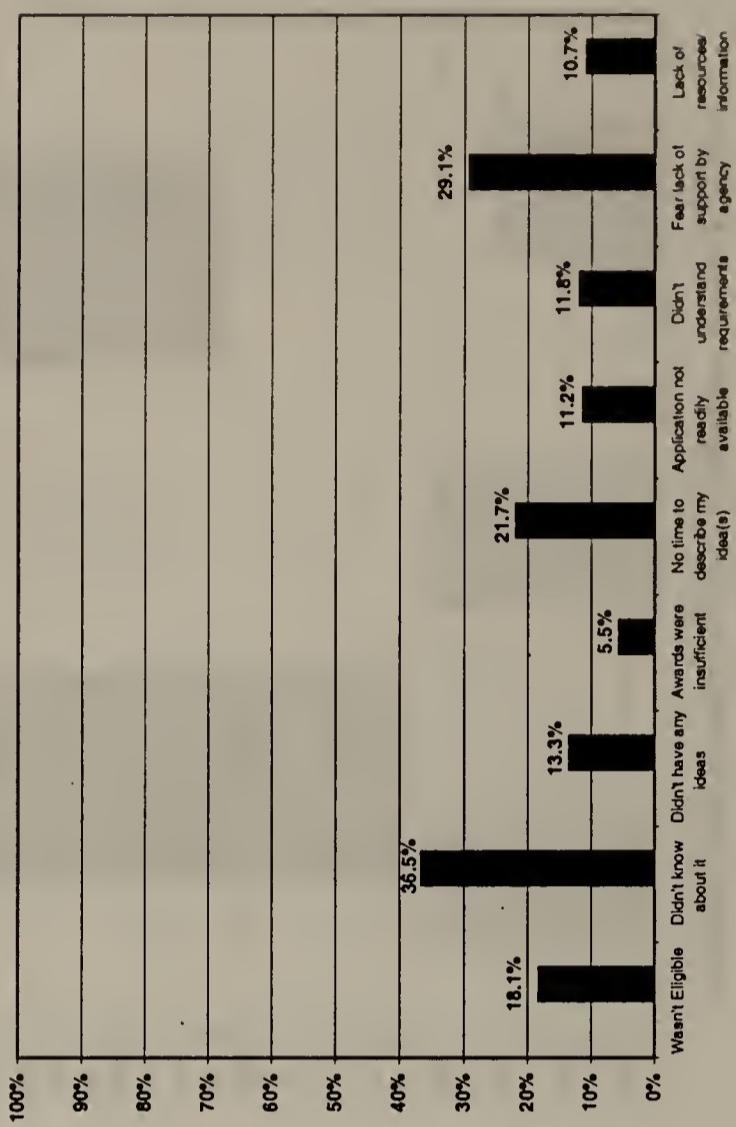


Figure C-31
Non-Supervisors: Access to Data

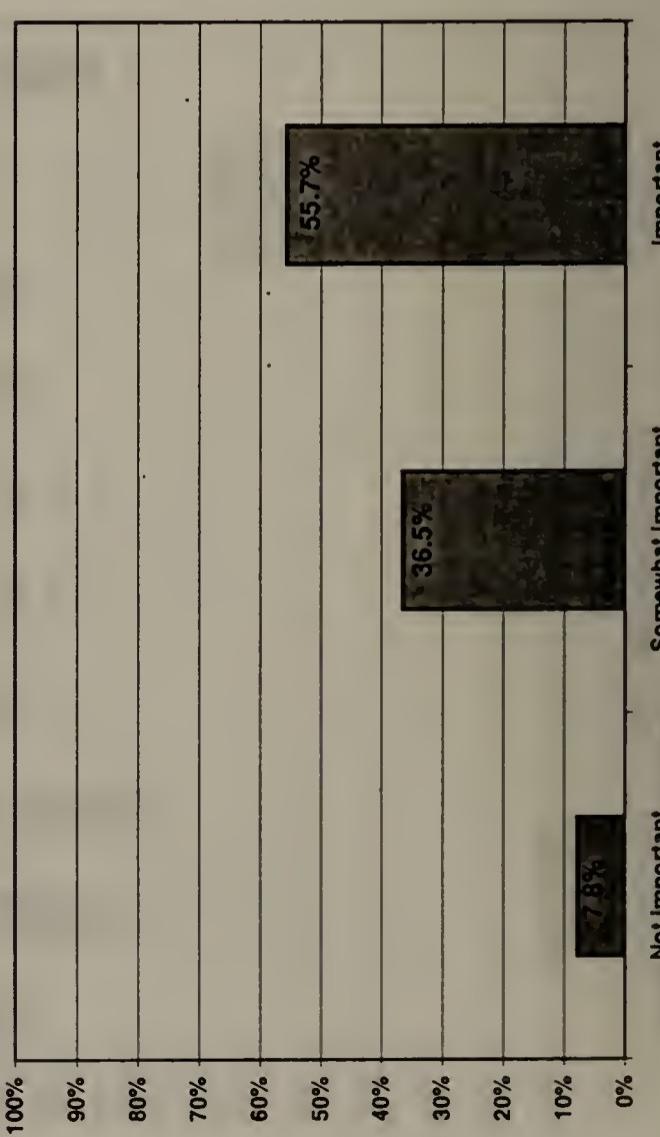
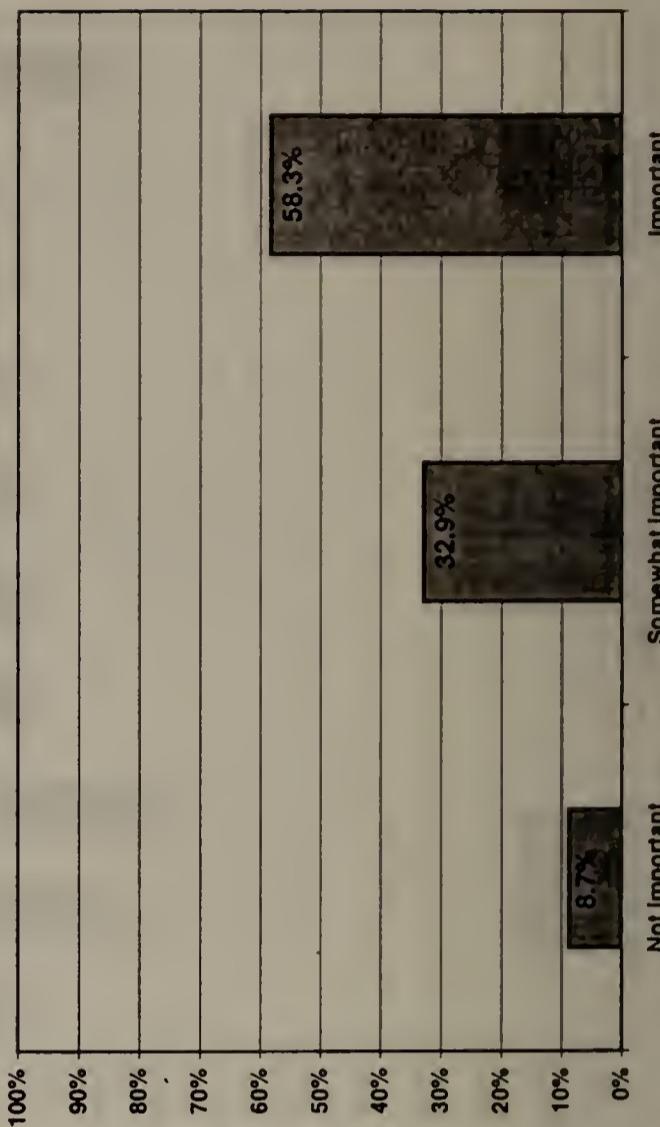


Figure C-32
Supervisors: Access to Data



APPENDIX C

Figure C-33
Non-Supervisors: Encouragement or Support from your Manager or Supervisor

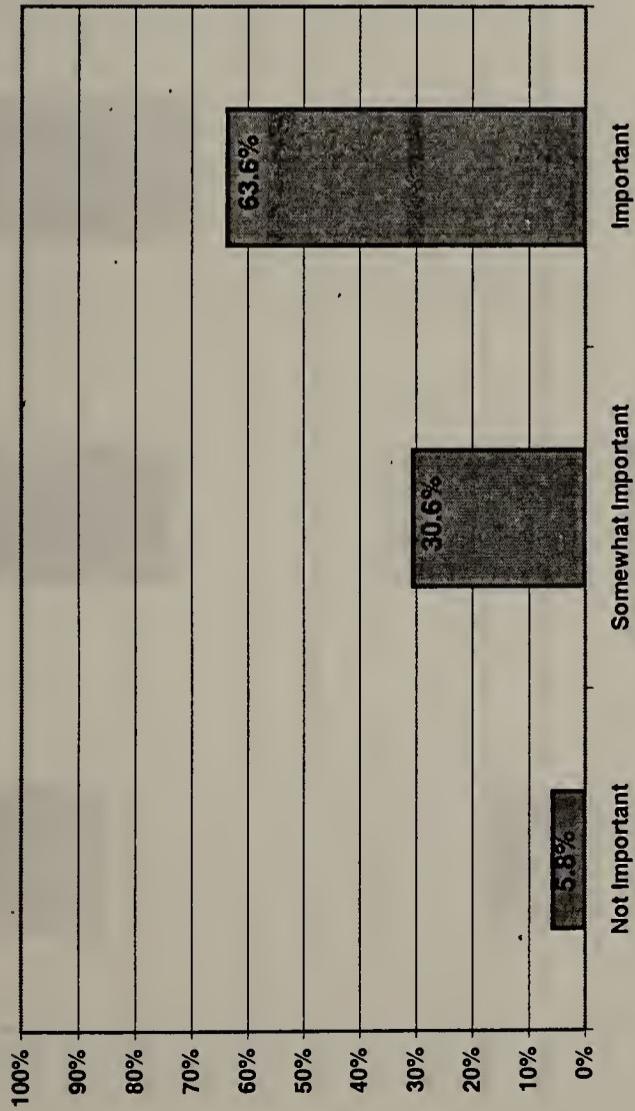


Figure C-34
Supervisors: Encouragement or Support from your Manager or Supervisor

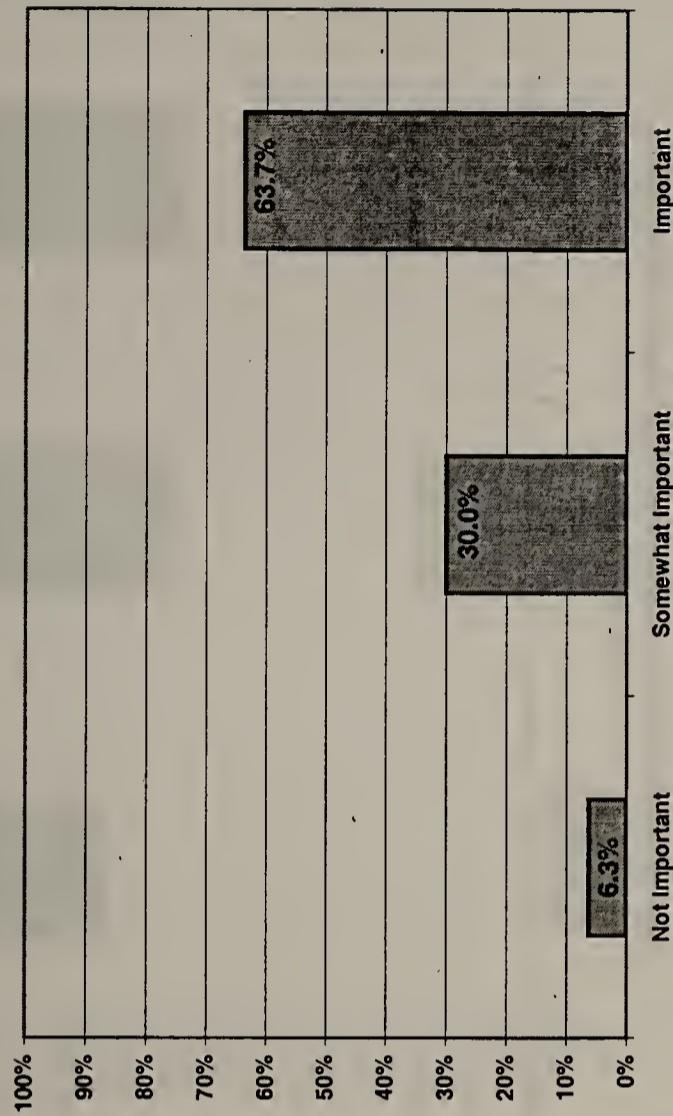


Figure C-35
Non-Supervisors: Exposure to External Practices

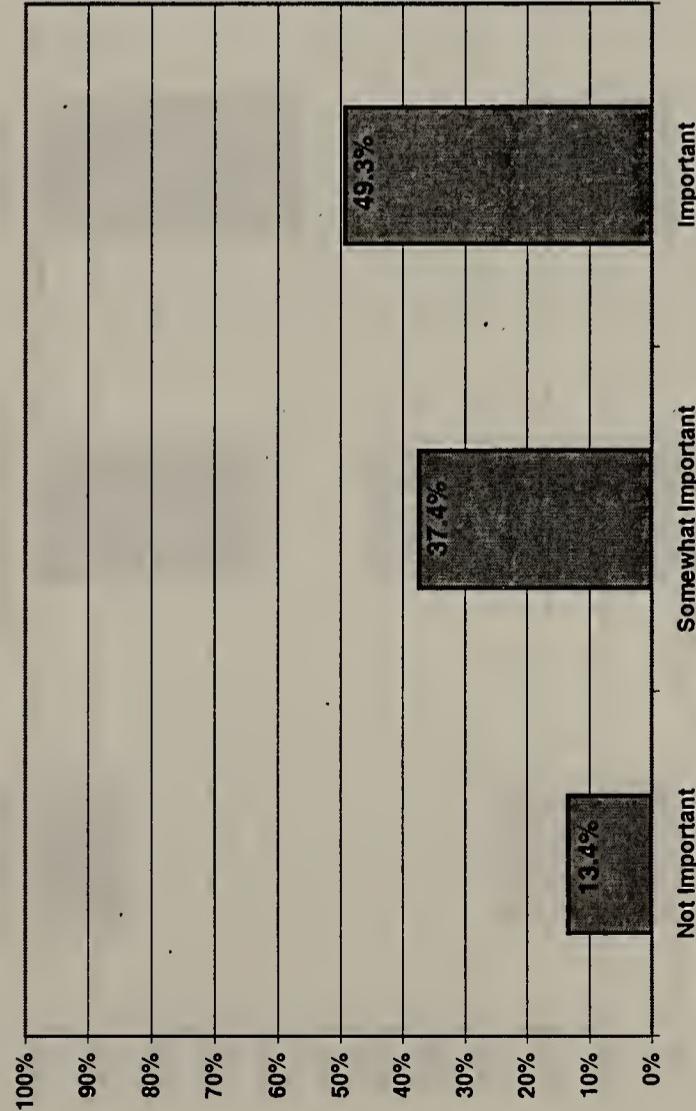
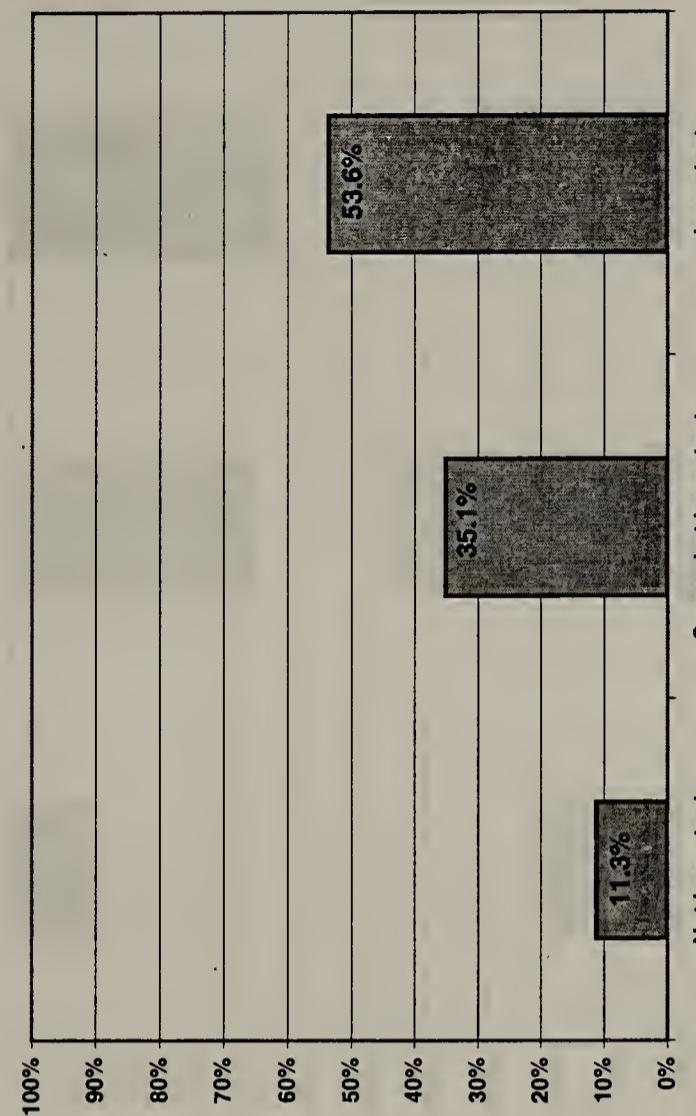


Figure C-36
Supervisors: Exposure to External Practices



APPENDIX C

Figure C-37
Non-Supervisors: Informal or Formal Team Gatherings to Identify or Develop Ideas

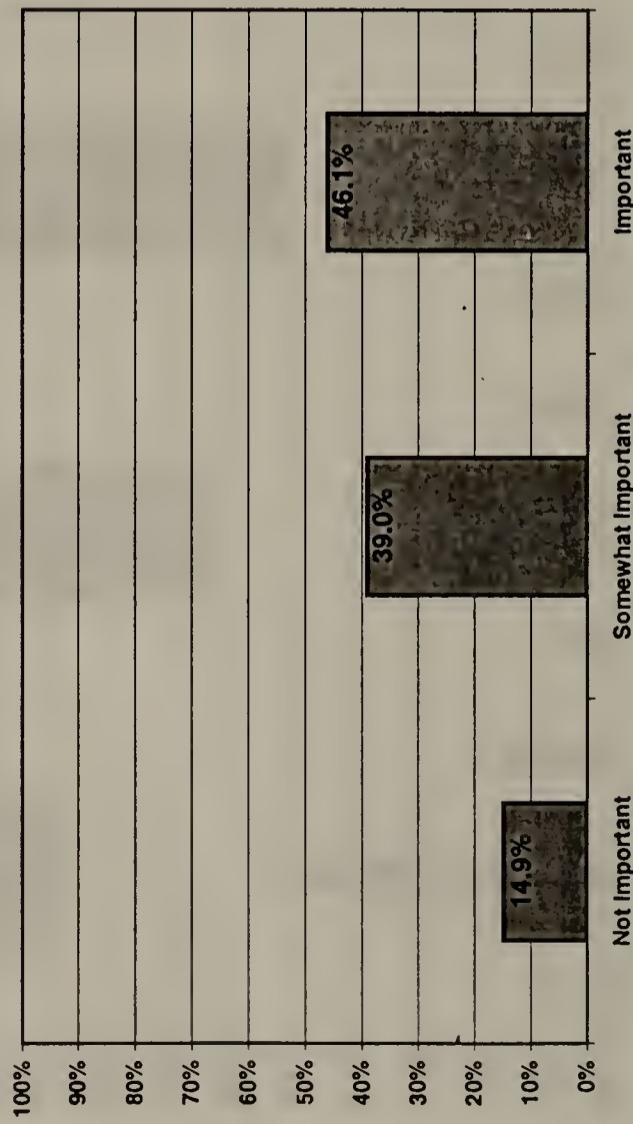


Figure C-38
Supervisors: Informal or Formal Team Gatherings to Identify or Develop Ideas

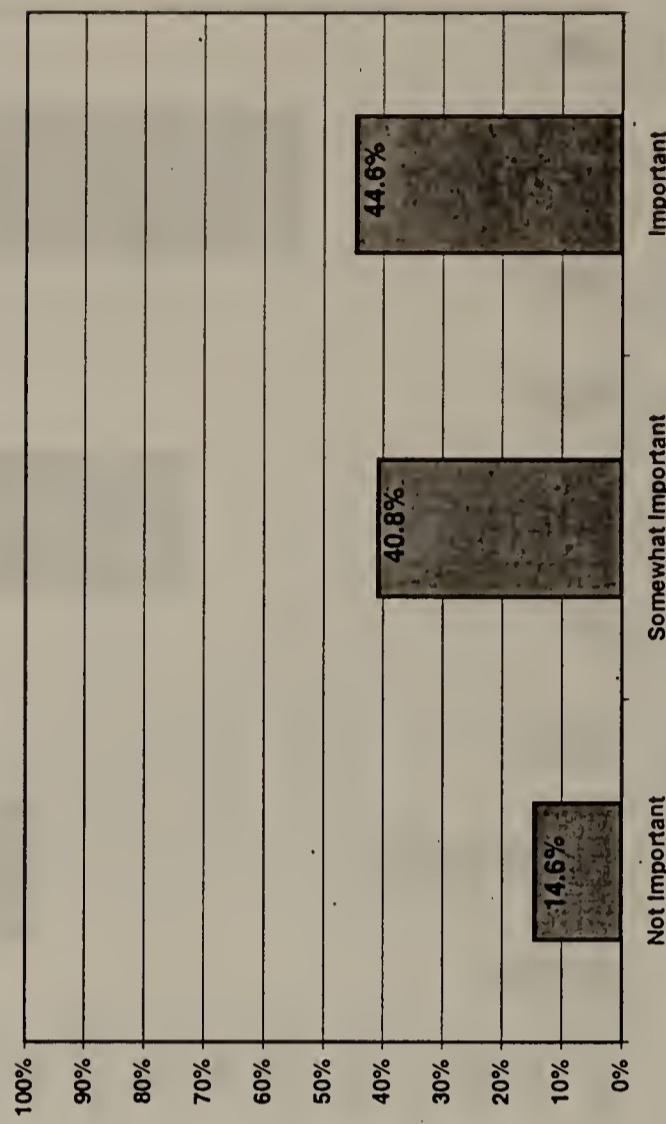


Figure C-39
Non-Supervisors: Facilitators, Advisors, and/or Training to Help you Formulate Ideas

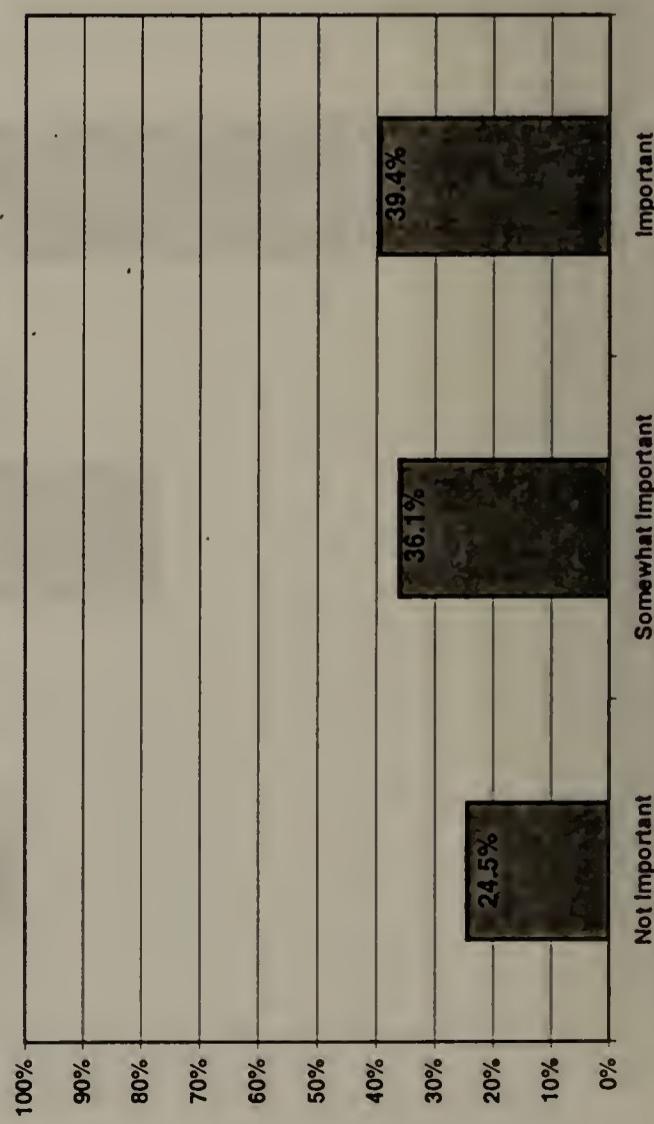
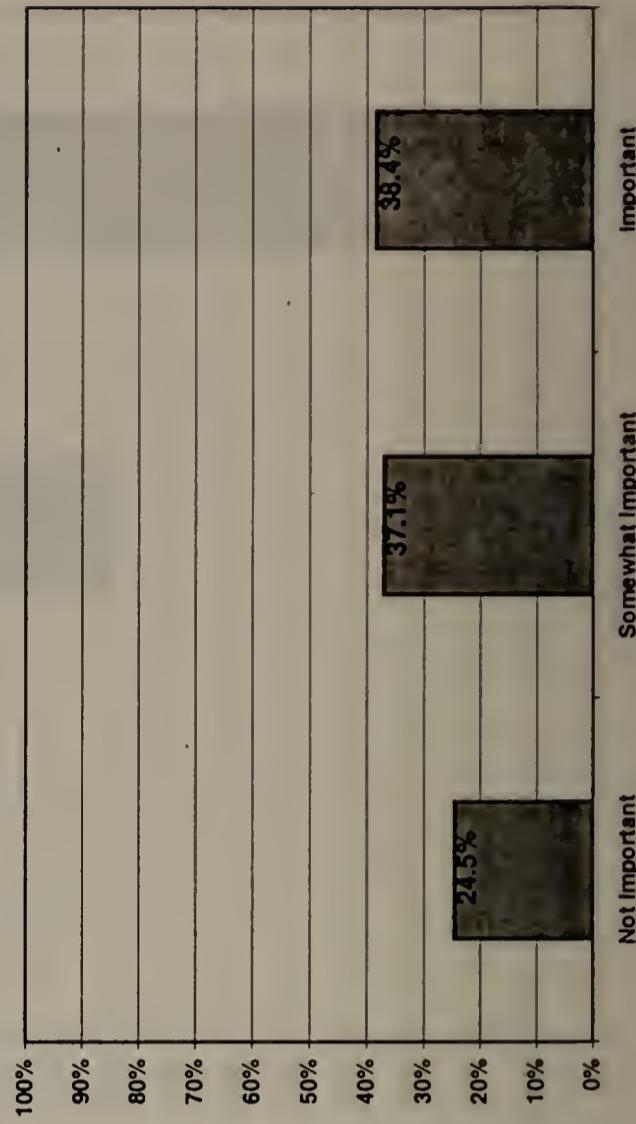


Figure C-40
Supervisors: Facilitators, Advisors, and/or Training to Help you Formulate Ideas



APPENDIX C

Figure C-41
Non-Supervisors: How Receptive to New Ideas Is your Manager or Supervisor?

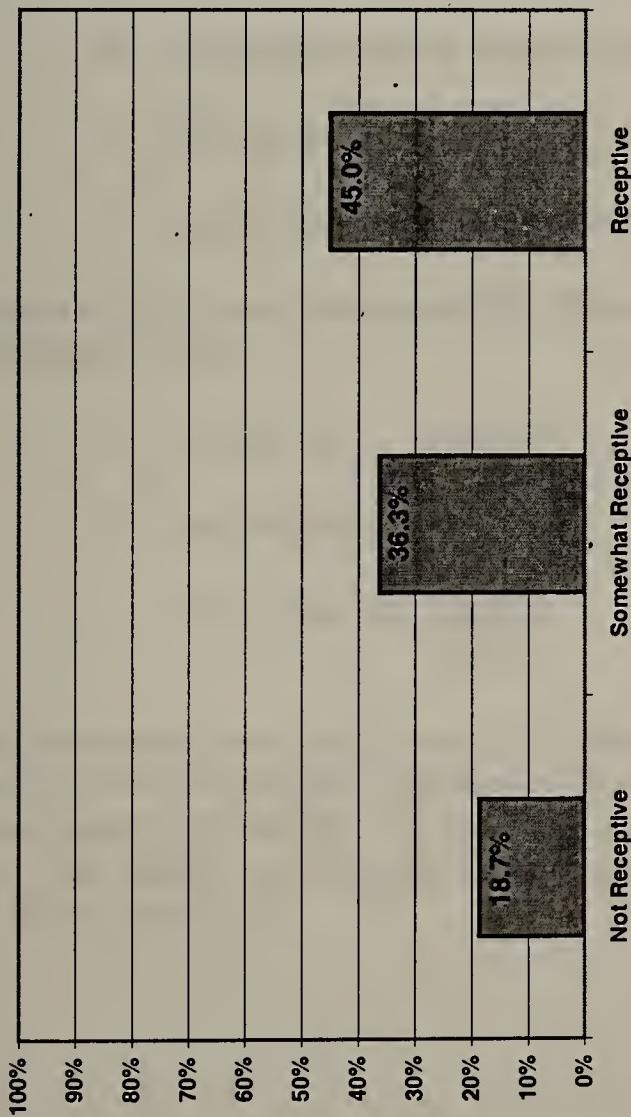


Figure C-42
Supervisors: How Receptive to New Ideas Is your Manager or Supervisor?

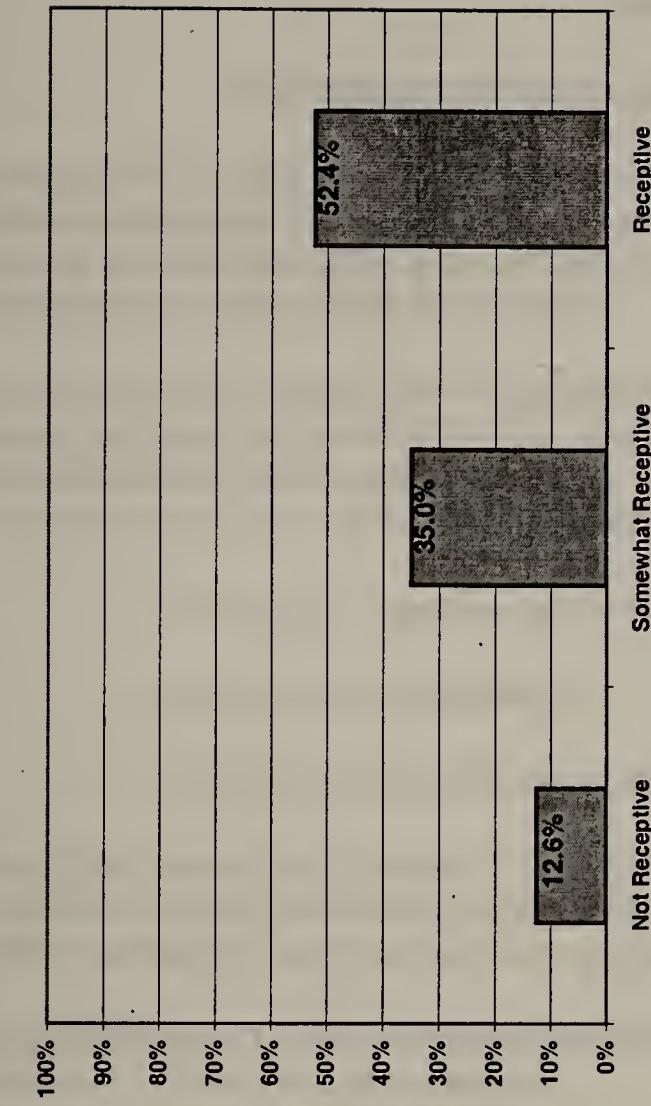


Figure C-43
Non-Supervisors: How Receptive to New Ideas Is your Agency?

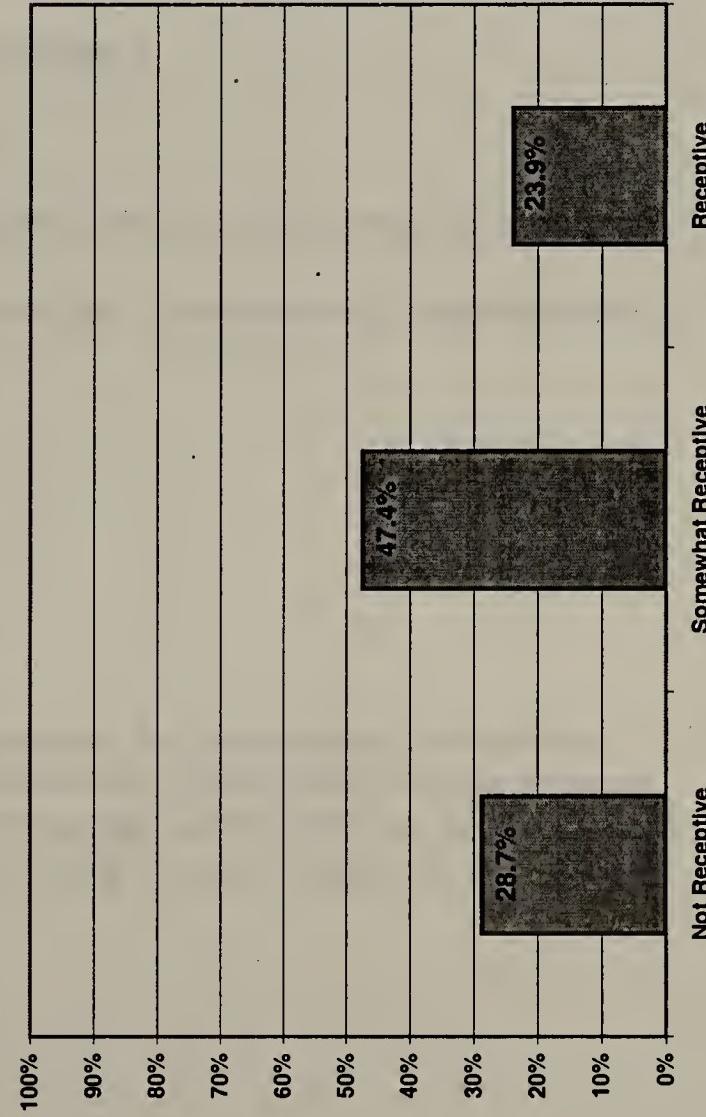
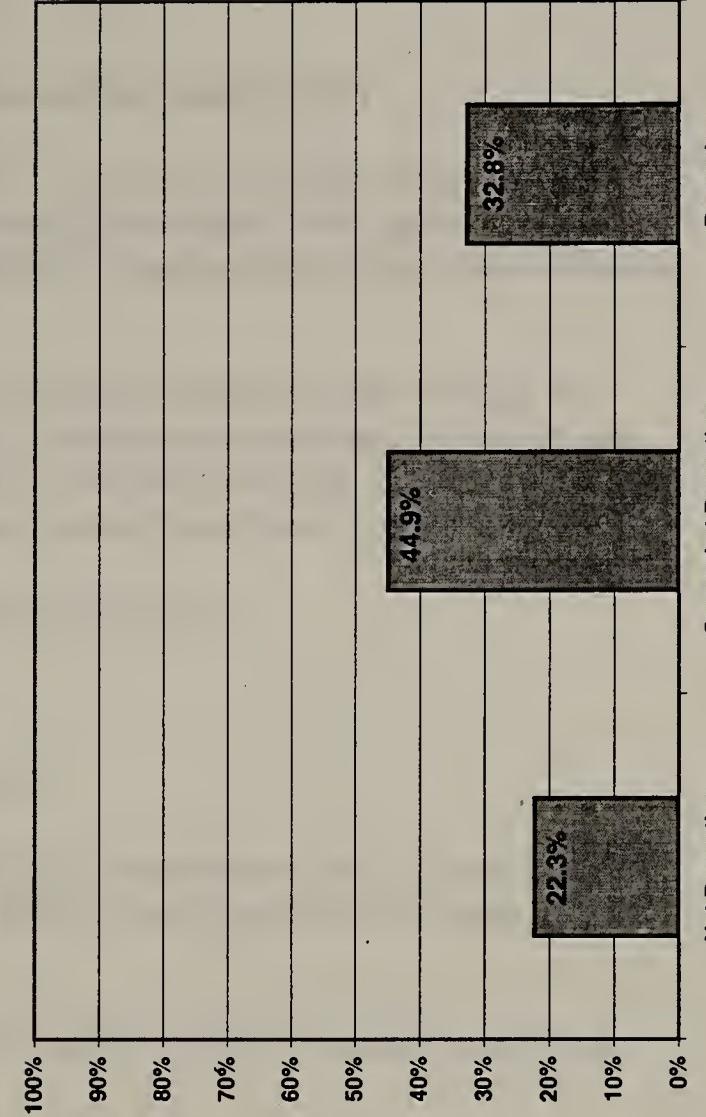


Figure C-44
Supervisors: How Receptive to New Ideas Is your Agency?



APPENDIX D

Estimation Methodology for the Survey's Question #11

In Question #11 of the questionnaire, the survey asked: "If one of your ideas were to result in savings or additional revenue for the Commonwealth, what percentage of the savings or additional revenue would be a fair or sufficient cash award?" Respondents were given a choice of percentages ranging from 5% to 95%.

Due to a technical anomaly, during a temporary period of time, employees did not have the option of skipping this question on the electronic survey. For those employees, the result was an unintended electronic response of 5%. Of the 4,292 survey respondents, 2,342 provided an answer other than 5% or 0%. The remaining 1,950 respondents may have intended:

- a. to skip the question (but were electronically unable), or
- b. to say 5% as indicated, or
- c. to say 0% (but were electronically unable).

These 1,950 employees included 1,047 non-supervisors, 855 supervisors, and 48 employees that did not indicate their managerial status. To better reflect their intended responses, the following estimation methodology was applied:

The approximately 1,000 employees that submitted their questionnaires on paper answered Question #11 in the following manner:

- a. 186 respondents provided no answer or indicated a question mark
- b. 198 responded to the question with the number 5
- c. 36 indicated the number 0 as a response
- d. Approximately 580 responded to the question with a number other than zero or 5

The sum of a, b, and c above is 420. Below are the above (i.e., non-electronic) responses as a percentage of 420:

- a. no answer: (44.3%)
- b. the number 5: (47.1%)
- c. the number 0: (8.6%)
100%

To estimate the intentions of the 1,950 electronic respondents, the percentage distribution of answers given on the paper version of the survey was assumed. Specifically, the percentages listed above in "a" (44.3%), "b" (47.1%), and "c" (8.6%) were applied to 1,950 and its component parts. The results are reflected in this report in Figures 14 and 15 and in Appendix B: Figures B-25, B-26, and B-27.

